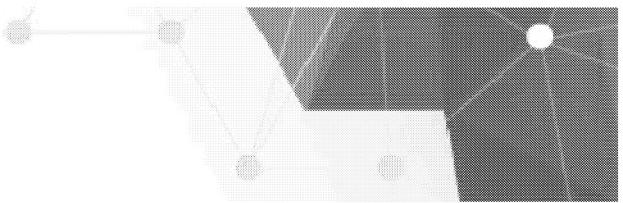


Cossette, Anne-Marie

From: CAS Communications / Communications SAE (CRA/ARC)
Sent: March 17, 2021 02:07 PM
To: NAT-Dist_CAS_CBSA_Role_ESSR
Subject: 2947 - Important information for fiscal year end - Employees ~ Information importante pour fin d'année fiscale - employés

CAS COMMUNICATIONS

newsflash



***** La version française suit *****

Important information for fiscal year end - Employees

This is a friendly reminder of the important dates for the fiscal year end.

Mandatory cash-out

Please be advised that the Treasury Board of Canada Secretariat (TBS) and the Bargaining Agents have agreed to continue the postponement of the **mandatory** cash-out of both accumulated vacation leave and compensatory leave credits in 2021.

Therefore, excess vacation leave and compensatory leave credits will **not be automatically** cashed out in 2021, unless requested by the employee.

You may **request** a cash-out and/or transfer your Lieu leaves earned in 2020-2021 by completing a Leave Application Form as per the instructions below:

- Complete the [Leave Application Form \(RC511\) \(Infozone\)](#)
- Ensure the RC511 form is signed by your delegated chief or manager
- This form must be submitted to supervisors and/or managers for approval

For more information : http://atlas/hrb-dgrh/res/compensation-remuneration/messages/cash_out_paiement_eng.asp

Current Fiscal Year 2020-2021

Recommended keying deadlines of Time and Activity Records that contain **regular time activities** and/or **overtime/extral duty activities** for all types of employees is **Thursday, April 8, 2021**.

Employees who plan to be absent from work should submit their time and activity record prior to their absence.

- **Request for Voluntary leave to cash through ESS portal**

Deadline for Employees to request a voluntary leave to cash through the Employee Self-Service portal (ESS) is **Thursday, March 25, 2021**.

Some collective agreements do not have this stipulation in their collective agreements or have certain restrictions. All employees should refer to their collective agreement to confirm what they are allowed to request. The system has been configured to allow you to request only a leave to cash for the entitlements as per your collective agreement.

For further details, please consult your collective agreement: <https://www.tbs-sct.gc.ca/agreements-conventions/index-eng.aspx>

Keying of time sheets for the New Fiscal Year 2021-2022

Time sheets for the new fiscal year 2021-2022 are not to be entered in the Employee Self-Service portal (ESS) before **Wednesday, April 14, 2021** with the exception of 7A employees, who will be able to enter their timesheets to ensure there is no delay in payment.

- **Updated Leave Balances on the Personal Leave Status Report for New Fiscal Year 2020-2021**

The leave balances and the Personal Leave Status Report for the new fiscal year will be updated on **Thursday, April 1st, 2021**. All carry-over balances of applicable leave banks will be brought over into the new fiscal year. Vacation entitlements will automatically be generated for the new fiscal year.

Please be advised that all Time and Activity Records **must be completed by employees** in the Employee Self-Service (ESS) portal and **approved by managers** in the Manager Self-Service (MSS) portal. **HR Systems will not key or amend** time sheets for fiscal year 2020-2021, except for employees on Secondment, on leave without pay or those employees who currently do not have access to the portal.

Should you require additional information, please do not hesitate to contact your HR System resource:

Headquarters

hr_supportnetwork-rh_reseaudesoutien@cbsa-asfc.gc.ca

Atlantic

atlantichr_system@cbsa-asfc.gc.ca

Quebec

cbsa.hrsystemhelpdeskqc-bureaudaidesystemesrhqc.asfc@cbsa-asfc.gc.ca

Greater Toronto Area (GTA)

cbsa-asfc_gtar_cpsd_hr_systems@cbsa-asfc.gc.ca

Southern Ontario Region (SOR)

cbsa.hrsystemhelpdesksor-bureaud'aidesystemesrhsso.asfc@cbsa-asfc.gc.ca

Northern Ontario Region (NOR)

hrmt.nor-rno@cbsa-asfc.gc.ca

Prairie

prahrmtg@cbsa-asfc.gc.ca

Pacific

cbsa.hrsystemhelpdeskpac-bureaudaidesystemesrhpac.asfc@cbsa-asfc.gc.ca

bulletin de COMMUNICATIONS DES SAE

***** The English version precedes *****

Information importante pour fin d'année fiscale - employés

Ceci est un rappel amical des dates importantes pour la fin d'année fiscale.

Congé Mandatoire

Soyez avisés que le Secrétariat du Conseil du Trésor du Canada (SCT) et les agents négociateurs ont décidé de continuer le report du paiement **obligatoire** des congés annuels et des congés compensatoires accumulés en 2021.

Par conséquent, les congés annuels en trop et les congés compensatoires **ne seront pas payés automatiquement** en 2021, sauf sur demande de l'employé.

Vous devez soumettre **une demande** de paiement des congés et/ou du report de vos congés de remplacement accumulés en 2020-2021 en remplissant un formulaire de demande de congé selon les instructions ci-dessous :

- Remplir le formulaire de demande de congé (RC511) (Infozone)
- S'assurer que le formulaire RC511 est signé par le chef ou gestionnaire délégué
- Ce formulaire doit être soumis à l'approbation du superviseur ou du gestionnaire

Pour plus d'information : http://atlas/hrb-dgrh/res/compensation-remuneration/messages/cash_out_paiement_fra.asp

Année fiscale courante 2020-2021

La date limite pour la saisie des feuilles de temps et d'activités en ce qui a trait au **temps régulier** et/ou des **heures supplémentaires/tâches supplémentaires** pour tous les types d'employés est le **jeudi 8 avril 2021**.

Les employés qui prévoient s'absenter du travail doivent soumettre leur feuille de saisie des temps et d'activités avant leur absence.

• **Demande de monnayage de congés Volontaire dans le portail LSE**

La date limite pour soumettre une demande de monnayage de congés volontaire dans le portail du libre-service des employés (LSE) est le **jeudi 25 mars 2021**.

Certaines conventions collectives ne contiennent pas cette disposition ou comportent certaines restrictions. Tous les employés doivent se référer à leur convention collective pour confirmer ce qu'ils sont autorisés à demander. Le système a été configuré pour vous permettre de demander un congé à encaisser pour les droits prévus par votre convention collective.

Pour plus de détails, veuillez consulter votre convention collective au lien suivant:

<https://www.tbs-sct.gc.ca/agreements-conventions/index-fra.aspx>

Saisie des feuilles de temps pour la nouvelle année fiscale 2021-2022

La saisie des feuilles de temps pour la nouvelle année fiscale 2021-2022 dans le portail du libre-service des employés (LSE) ne doit pas se faire avant le **mercredi 14 avril 2021** à l'exception des employés 7A qui auront accès à compléter leurs feuilles de temps afin d'éviter un délai dans le paiement.

- **Mise à jour des soldes de congés dans le rapport individuel sur les congés pour la nouvelle année fiscale 2021-2022**

Les soldes de congés et le rapport individuel sur les congés pour la nouvelle année fiscale seront mis à jour le **jeudi 1 avril 2021**. Les soldes de vos banques de congés applicables seront reportés dans la nouvelle année fiscale. Les crédits de vacances seront automatiquement générés pour la nouvelle année fiscale.

Veuillez noter que la saisie des feuilles de temps et d'activités **doit être complétée par les employés** via le portail du libre-service des employés (LSE) et **approuvée par les gestionnaires** via le portail du libre-service aux gestionnaires (LSG). **L'équipe du bureau d'aide des systèmes RH ne saisira pas et ne modifiera pas** les feuilles de saisie de temps pour l'année fiscale 2020-2021, à l'exception des employés en détachement, en congé sans solde et ceux qui n'ont présentement pas accès au portail.

Si vous avez besoin de renseignements supplémentaires, n'hésitez pas à communiquer avec votre ressource des systèmes RH :

Administration centrale

hr_supportnetwork-rh_reseaudesoutien@cbsa-asfc.gc.ca

Atlantique

atlantichr_system@cbsa-asfc.gc.ca

Québec

cbsa.hrsystemhelpdeskqc-bureauadaidesystemesrhqc.asfc@cbsa-asfc.gc.ca

Région du Grand Toronto (RGT)

cbsa-asfc_gtar_cpsd_hr_systems@cbsa-asfc.gc.ca

Région du sud de l'Ontario (RSO)

cbsa.hrsystemhelpdeskso-bureauad'aidesystemesrhsso.asfc@cbsa-asfc.gc.ca

Région du nord de l'Ontario (RNO)

hrmt.nor-rno@cbsa-asfc.gc.ca

Prairies

prahrmtg@cbsa-asfc.gc.ca

Pacifique

cbsa.hrsystemhelpdeskpac-bureauadaidesystemesrhpac.asfc@cbsa-asfc.gc.ca



Leave Balance Liability Analysis

Reporting Period: May 1, 2019 to April 26, 2021

Last Updated: April 28, 2021

The image shows the official crest of the Royal Canadian Mounted Police (RCMP). It consists of a circular emblem. The outer ring of the circle contains the words "ROYAL CANADIAN MOUNTED POLICE" in a stylized font. Inside this ring is a maple leaf border. In the center of the emblem is a shield. On the shield, there is a bison standing on a small hill, with a rising sun or moon behind it. Above the shield sits a detailed crown. The entire crest is rendered in black and white.

PROTECTION • SERVICE • INTEGRITY

Overview (LR to fill out)



- Provide summary of current Vacation and Compensatory Leave situation
- Provide Recommendations (?)

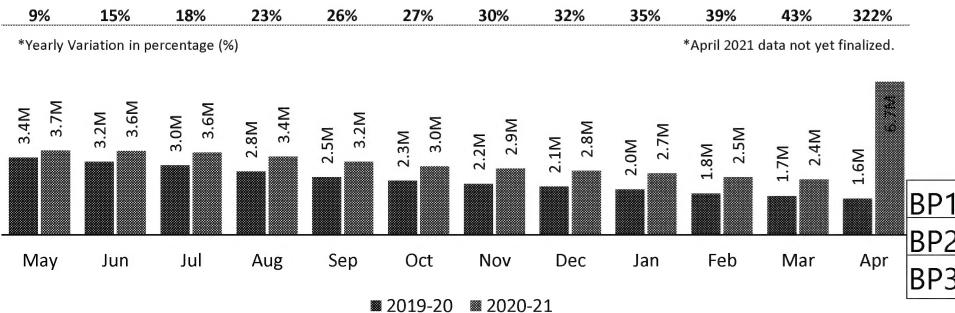


Agency Overview

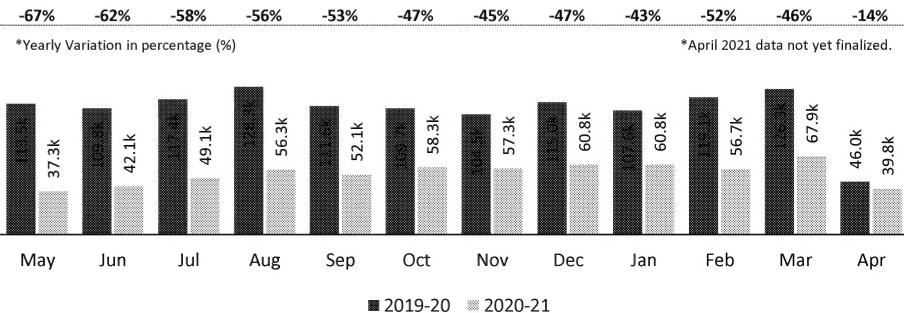


Source: CAS, April 26, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



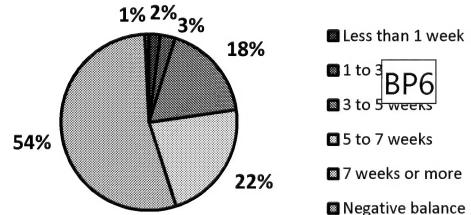
Overtime: 2019-20 vs 2020-21 (in hours)



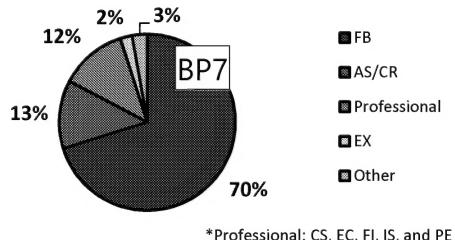
CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$52.0M	1.2%	\$1.3M

Agency Employee Vacation Leave Balance (in percentage)



Agency Vacation Balance of 7+ Weeks (by occupational group)



Key Takeaways

- Employees took on average 5% less vacation leave from May 2019 to April 2020 vs May 2020 to April 2021, which resulted in an 48% increase of banked vacation leave balance.
- Historically, about 1.2% of employees opt for cash outs (average of 215 employees).
 - Past total cash out amounts varied between \$865.6k and \$2.0M (last 3 FY).
- 54% of employees have an 7 weeks or more of vacation leave balance banked.
- 87% of employees have more than 4 weeks of vacation leave balance banked.
- 51% - Average overtime reduction from May 1990 to Apr 2020 vs May 2020 to Apr 2021 → saved \$44.9M.

Slide 3

- BP1** **april 1 vs 26 data for 2019**
Balbahadur, Pankaj, 2021-04-28
- BP2** **hours vs money**
Balbahadur, Pankaj, 2021-04-28
- BP3** **outcome/takeaway needs to be visually obvious**
Balbahadur, Pankaj, 2021-04-28
- BP6** **1-3 weeks; 3-7; 7-10; 10+ (staffing strat needed at that level)**
Balbahadur, Pankaj, 2021-04-28
- BP7** **might be positioning FBs as bad; regions as negligent - which is not the case....reframe?**
Balbahadur, Pankaj, 2021-04-28

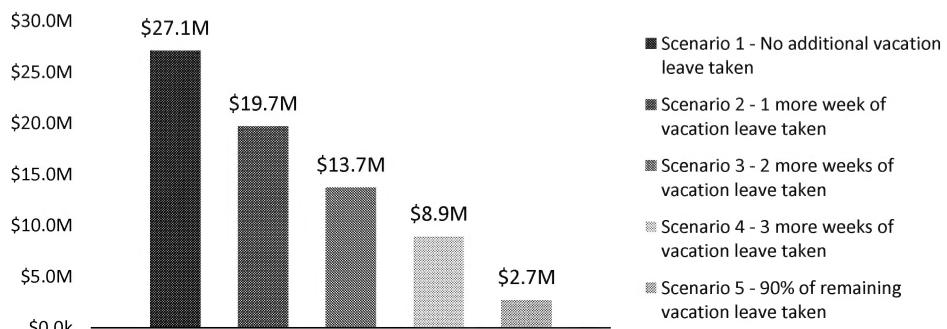
BP14

Agency Cash Out Liability Scenarios

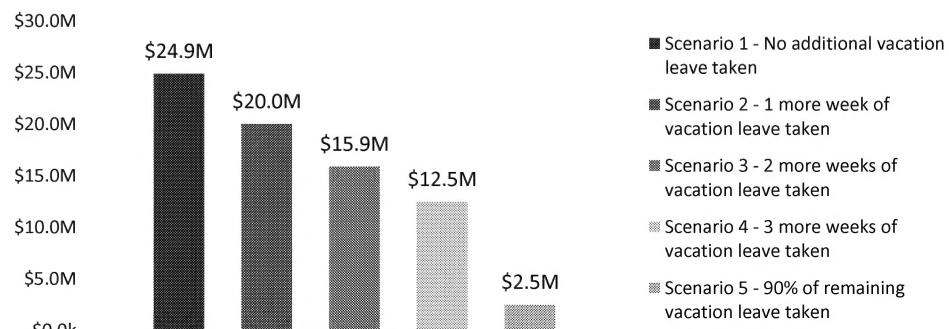
Source: CAS, April 26, 2021



Regional Cash Out Liability Scenario



NHQ Cash Out Liability Scenario



BP9

Region	Scenario 1 - No additional vacation leave taken	Scenario 2 - 1 more week of vacation leave taken	Scenario 3 - 2 more weeks of vacation leave taken	Scenario 4 - 3 more weeks of vacation leave taken	Scenario 5 - 90% of remaining vacation leave taken
ATL	\$2.0M	\$1.4M	\$940.6k	\$565.7k	\$198.5k
GTAR	\$7.1M	\$5.2M	\$3.6M	\$2.3M	\$707.3k
NOR	\$2.3M	\$1.8M	\$1.3M	\$994.1k	\$231.8k
PAC	\$4.9M	\$3.5M	\$2.4M	\$1.6M	\$488.7k
PRA	\$3.0M	\$2.2M	\$1.5M	\$879.9k	\$299.8k
QC	\$4.6M	\$3.4M	\$2.4M	\$1.7M	\$461.2k
SOR	\$3.2M	\$2.3M	\$1.6M	\$996.9k	\$323.3k
Total	\$27.1M	\$19.7M	\$13.7M	\$8.9M	\$2.7M

Branch	Scenario 1 - No additional vacation leave taken	Scenario 2 - 1 more week of vacation leave taken	Scenario 3 - 2 more weeks of vacation leave taken	Scenario 4 - 3 more weeks of vacation leave taken	Scenario 5 - 90% of remaining vacation leave taken
CTB	\$3.0M	\$2.4M	\$1.9M	\$1.5M	\$302.5k
FCMB	\$3.6M	\$2.9M	\$2.3M	\$1.8M	\$362.2k
HRB	\$3.7M	\$2.9M	\$2.3M	\$1.8M	\$372.8k
ISTB	\$6.4M	\$5.3M	\$4.3M	\$3.5M	\$642.9k
IEB	\$2.6M	\$2.0M	\$1.5M	\$1.1M	\$264.9k
SPB	\$3.1M	\$2.5M	\$2.1M	\$1.7M	\$306.2k
TB	\$1.9M	\$1.5M	\$1.2M	\$913.7k	\$194.1k
Other*	\$438.4k	\$343.0k	\$259.0k	\$193.7k	\$43.8k
Total	\$24.9M	\$20.0M	\$15.9M	\$12.5M	\$2.5M

* Other: Data for CTOB, IAPED and President's Office has been grouped as they have a combined low cash out liability scenario cost.

Slide 4

BP9 Min 3 weeks vacation as scenario 2, 4 weeks, 5 weeks, then 90% - link to leave management planning
Balbahadur, Pankaj, 2021-04-28

BP14 Order grid from highest to lowest
Balbahadur, Pankaj, 2021-04-29

Compensatory Leave Overview



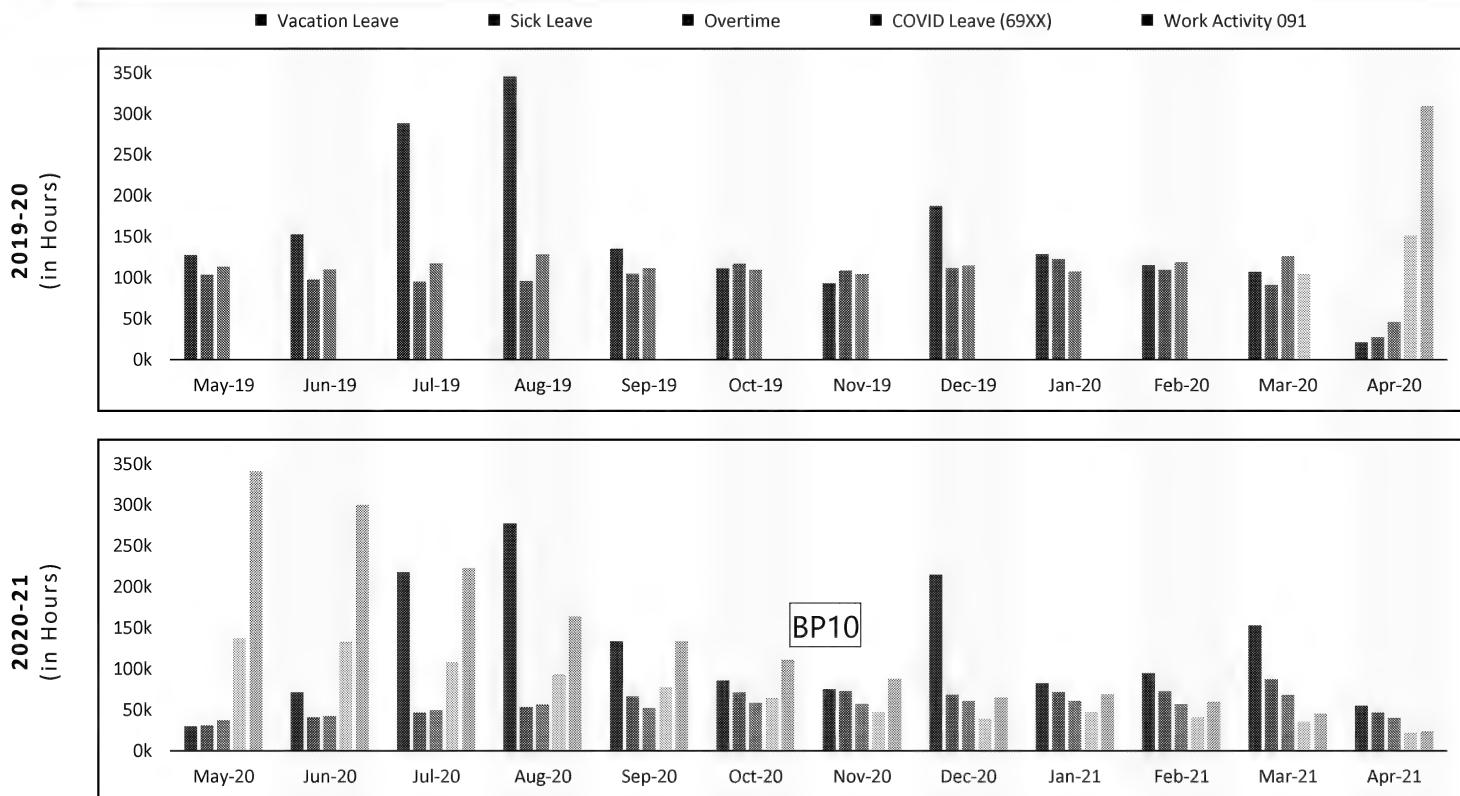
To be updated



Agency Leave and Overtime Utilization (2019-20 vs 2020-21)



Source: CAS, April 26, 2021



Key Takeaways

- The implementation of **leave code 69XX** had a direct **impact** on “regular” leave utilization, specifically on **vacation leave** and **sick leave**, due to a series of factors (i.e. travel ban, COVID symptoms classified under COVID leave and not sick leave, etc.).
 - Overall, there’s an average **variance** of **-29%** between May 2019 to April 2020 vs May 2020 to April 2021, in terms of vacation leave, sick leave and overtime hours.
- | Leave Type | Variance (%) |
|----------------|--------------|
| Vacation leave | -5% |
| Sick leave | -32% |
| Overtime | -49% |
- When comparing the **total** of vacation leave, sick leave and COVID leave hours of May 2019 to April 2020 vs May 2020 to April 2021, there’s a **variance of -6.0%**. This means that leave code 69XX balanced the lack of vacation and sick leave utilization in 2020-21. The issue lies with the high WA 091 utilization, notably in the regions.
 - Vacation leave, sick leave and overtime **utilization are slowly increasing**, thus **reducing the gap** with last year’s utilization.
 - Leave code **69XX** and **WA 091** utilization are in a **steady decline** as employees shift to re-using “regular” leave codes.

Leave Type	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20
Vacation Leave	-77%	-53%	-24%	-20%	-2%	-23%	-19%	15%	-36%	-18%	43%	159%
Sick Leave	-70%	-58%	-51%	-44%	-37%	-39%	-33%	-39%	-42%	-34%	-4%	70%
Overtime	-67%	-62%	-58%	-56%	-53%	-47%	-45%	-47%	-43%	-52%	-46%	-14%

Slide 6

BP10 Trendlines...move slide into appendix? move up to start of presentation
Balbahadur, Pankaj, 2021-04-28

BP13

Summary Table

Source: CAS, April 20, 2021



Regional and Branch-Level Breakdown

	Vacation Leave Balance (7 weeks or more)	Current Liability – No Cash Out (7 weeks or more)	Vacation Leave Balance Variation (May 2019 to April 2020 vs May 2020 to April 2021)	Overtime Variation (May 2019 to April 2020 vs May 2020 to April 2021)	Compensatory Leave Balance (7 weeks or more)
ATL	57.5%	\$2.0M	36.6%	-37.0%	
GTAR	63.3%	\$7.1M	49.8%	-60.0%	
NOR	56.0%	\$2.3M	40.3%	-61.2%	
PAC	51.8%	\$4.9M	32.0%	-65.6%	
PRA	52.2%	\$3.0M	30.6%	-39.8%	
QC	45.7%	\$4.6M	38.8%	-63.5%	
SOR	42.1%	\$3.2M	35.6%	-59.9%	
CTOB	50.0%	\$172.4k	120.7%	-12.6%	
CTB	64.5%	\$3.0M	47.6%	-18.0%	
FCMB	56.0%	\$3.6M	56.2%	-7.5%	
HRB	53.5%	\$3.7M	42.4%	-29.9%	
ISTB	64.6%	\$6.4M	39.5%	-4.4%	
IEB	55.2%	\$2.6M	41.6%	-64.7%	
IAPED	41.1%	\$147.7k	43.5%	-51.3%	
SPB	56.4%	\$3.1M	70.1%	36.9%	
TB	61.4%	\$1.9M	43.3%	121.0%	
CBSA	54.2%	\$52.0M	41.3%	-51.2%	

To be updated

BP13 **Annex**
Balbahadur, Pankaj, 2021-04-28

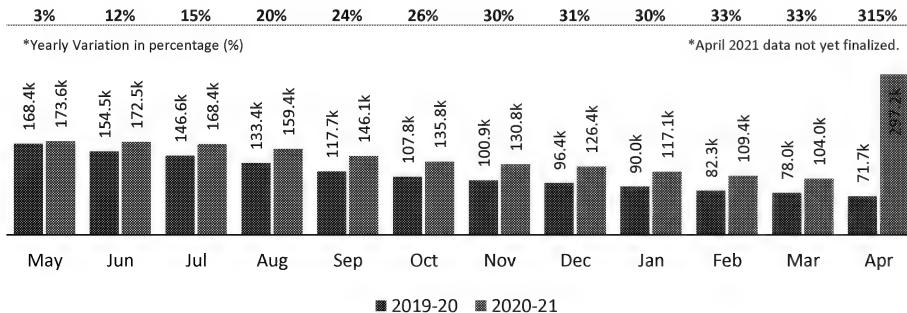
BP11
BP12

Atlantic Region (ATL)

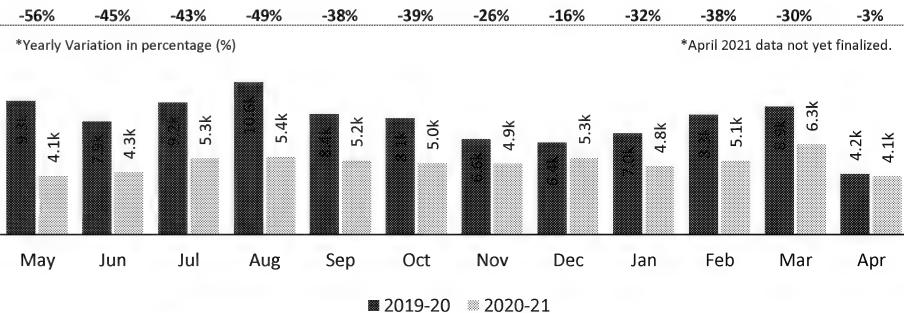
Source : CSA, April 29, 2021



Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

District/Division	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
CPIMD	-	1	10	6	18	35
EIOD	1	1	8	12	57	79
NBPEID	2	5	29	49	103	188
NSNLD	3	1	41	45	105	195
NWNBD	1	1	20	50	104	176
RDG	-	-	-	-	4	4
Total	7 (1%)	9 (1%)	108 (16%)	162 (24%)	391 (58%)	677

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$4.3M	\$6.8M	\$2.5M

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$2.0M	1.1%	\$24.3k

- 58% of employees have an 7 weeks or more of vacation leave balance banked.
- 37% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 37% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$2.5M

Slide 8

BP11 One slide for regions and one for branches - summary of # people
Balbahadur, Pankaj, 2021-04-28

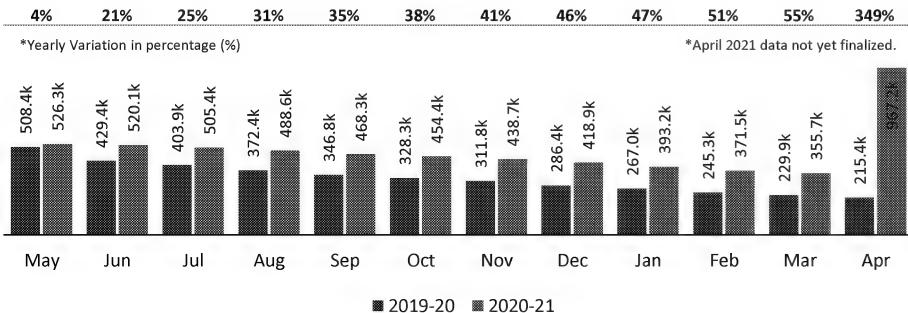
BP12 Equivalent for Comp leave
Balbahadur, Pankaj, 2021-04-28

Greater Toronto Area Region (GTAR)



Source: CBSA, April 29, 2021

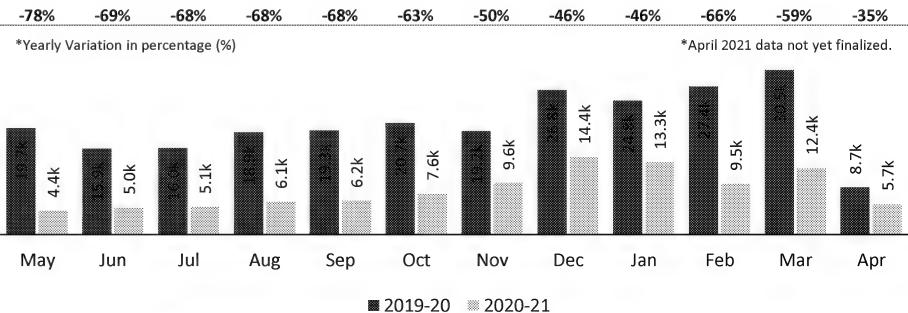
Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

District/Division	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
COD	3	3	28	36	148	218
CPIMD	1	-	4	7	35	47
EIOD	5	11	34	81	354	485
OPOD	3	8	27	48	129	215
POD	22	24	130	183	403	762
RDG	-	-	-	-	5	5
TOD	5	1	11	54	220	291
Total	39 (2%)	47 (2%)	234 (12%)	409 (20%)	1,294 (64%)	2,023

Overtime: 2019-20 vs 2020-21 (in hours)



CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$5.8M	\$15.3M	\$9.5M

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$7.1M	0.6%	\$45.3k

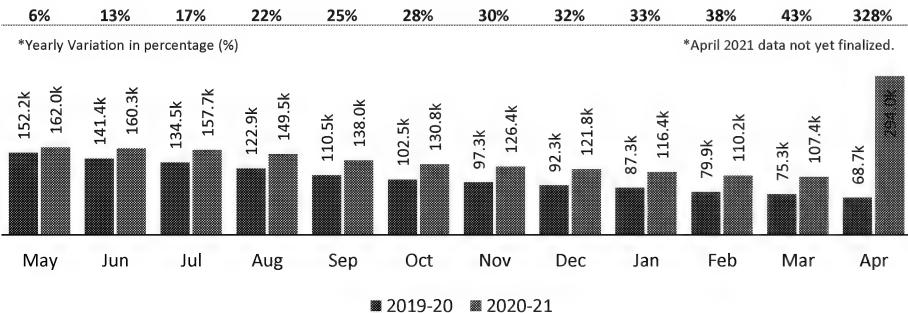
- 64% of employees have an 7 weeks or more of vacation leave balance banked.
- 50% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 60% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$9.5M

Northern Ontario Region (NOR)

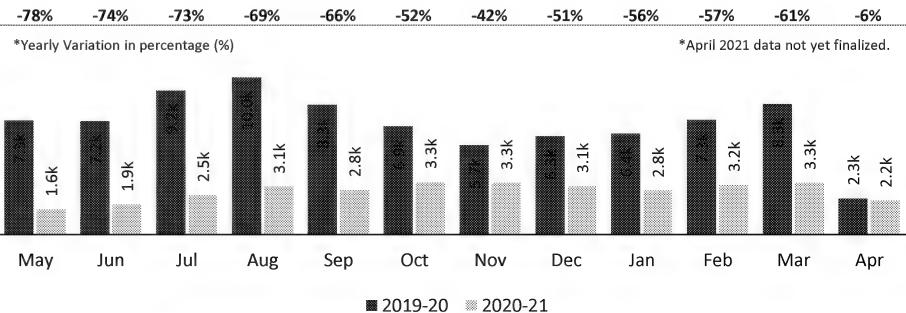


Source: CBSA, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

District/Division	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
CPIMD	-	-	2	7	25	34
EIOD	-	2	4	17	75	98
NOD	3	4	41	45	88	181
Ottawa	2	4	24	39	79	148
RDG	-	-	1	-	1	2
SLD	3	3	31	40	84	161
Total	8 (1%)	13 (2%)	103 (17%)	148 (24%)	352 (56%)	624

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$2.4M	\$6.2M	\$3.7M

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$2.3M	2.2%	\$103.0k

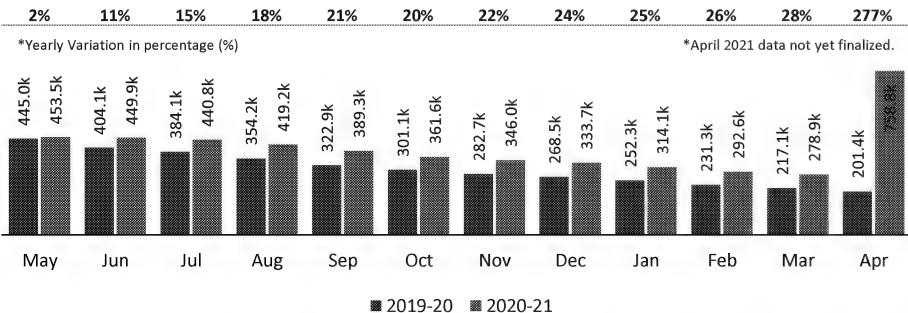
- 56% of employees have an 7 weeks or more of vacation leave balance banked.
- 40% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 61% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$3.7M

Pacific Region (PAC)

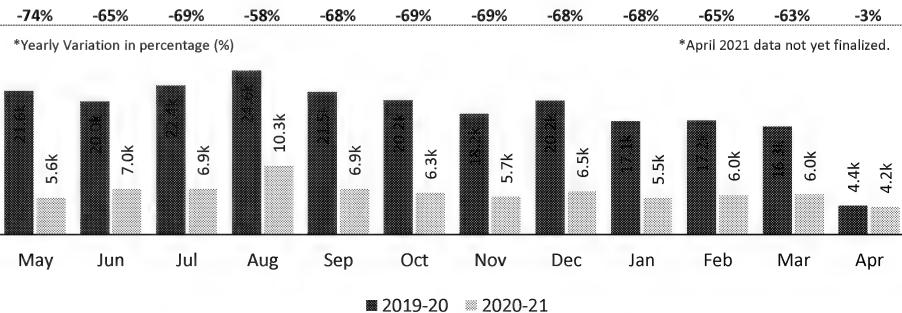


Source: CBSA, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

District/Division	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
CPIMD	-	1	7	4	34	46
EIOD	8	8	22	64	193	295
MVD	11	9	60	60	149	289
OKD	6	12	31	41	81	171
PHD	12	18	134	108	204	476
RDG	-	1	-	-	3	4
TOD	-	1	4	11	58	74
VIAD	14	17	53	75	138	297
WCYD	4	6	28	32	75	145
Total	55 (3%)	73 (4%)	339 (19%)	395 (22%)	935 (52%)	1,797

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$15.5M	\$5.1M	\$10.4M

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$4.9M	1.6%	\$178.5k

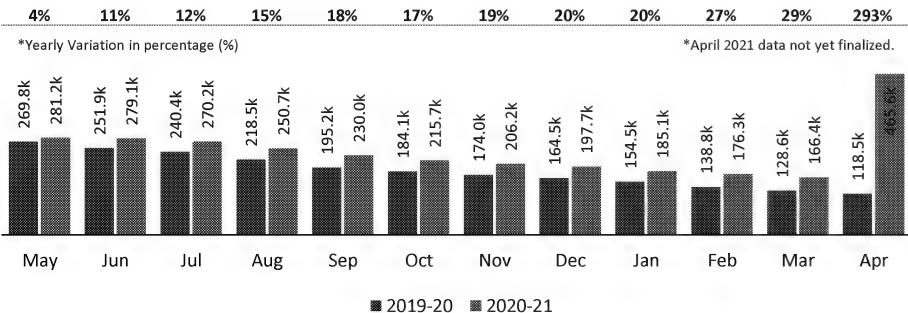
- 52% of employees have an 7 weeks or more of vacation leave balance banked.
- 32% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 66% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$3.7M

Prairie Region (PRA)



Source: CSA, April 29, 2021

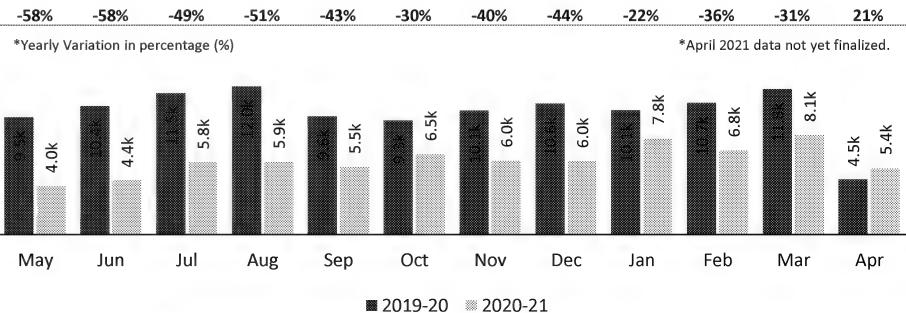
Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

District/Division	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
CAD	7	12	51	57	119	246
CMCSNWTD	3	3	27	31	56	120
CPIMD	1	1	3	6	20	31
EIOD	5	5	10	48	138	206
RDG	-	-	-	-	3	3
SASSD	3	6	62	49	90	210
SMD	4	6	35	43	97	185
TOD	2	1	17	22	52	94
Total	25 (2%)	34 (3%)	205 (19%)	256 (23%)	575 (53%)	1,095

Overtime: 2019-20 vs 2020-21 (in hours)



CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$5.1M	\$8.4M	\$3.3M

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$3.0M	1.2%	\$65.7k

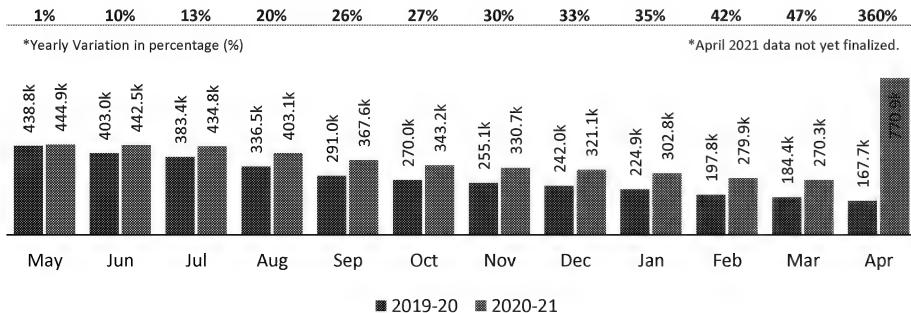
- 53% of employees have an 7 weeks or more of vacation leave balance banked.
- 31% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 40% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$3.3M

Quebec Region (QC)



Source : CSA, April 29, 2021

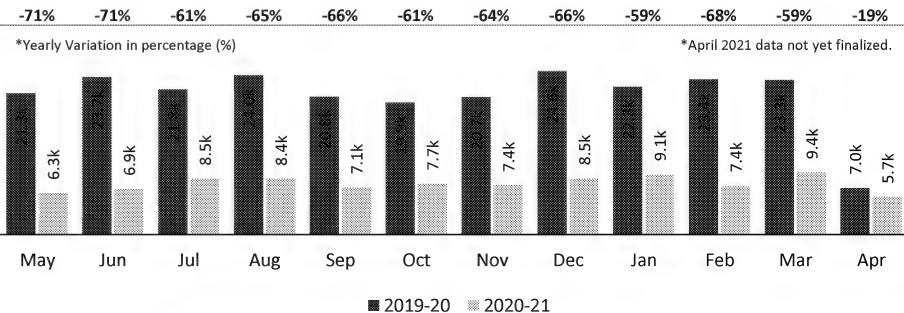
Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



*Yearly Variation in percentage (%)

*April 2021 data not yet finalized.

Overtime: 2019-20 vs 2020-21 (in hours)



*Yearly Variation in percentage (%)

*April 2021 data not yet finalized.

Vacation Leave Balance (in number of employees)

District/Division	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
AD	8	7	99	90	143	347
CPIMD	-	1	7	18	28	54
EBD	4	4	46	65	93	212
EIOD	9	13	65	169	241	497
MBD	8	6	95	107	185	401
RDG	1	-	1	-	3	5
SLD	5	10	56	63	119	253
TOD	2	3	21	37	61	124
Total	37 (2%)	44 (2%)	390 (21%)	549 (29%)	873 (46%)	1,893

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$6.3M	\$16.7M	\$10.3M

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$4.6M	0.6%	\$89.8k

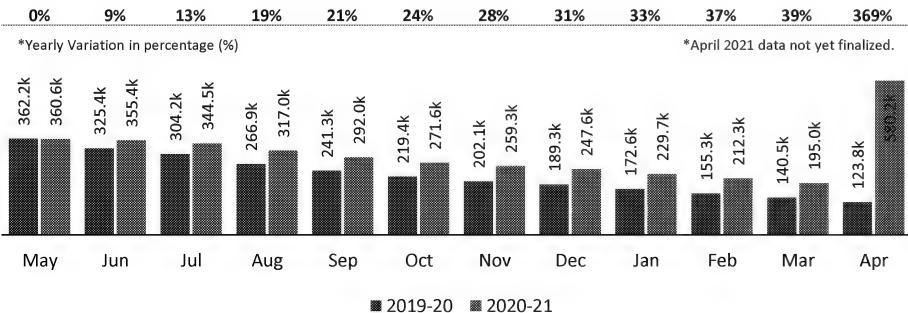
- 46% of employees have an 7 weeks or more of vacation leave balance banked.
- 39% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 63% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$10.3M

Southern Ontario Region (SOR)

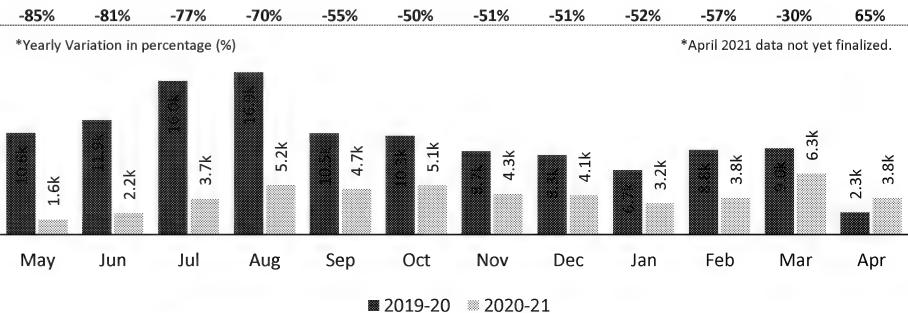
Source: CBSA, April 29, 2021



Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

District/Division	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
ABD	14	15	108	88	136	361
CPIMD	1	1	4	14	32	52
EIOD	1	-	3	19	96	119
FED	9	12	100	66	108	295
NFD	6	17	105	87	153	368
RDG	-	-	-	-	4	4
SCD	6	12	69	64	83	234
WDTD	4	1	47	42	54	148
Total	41 (3%)	58 (4%)	436 (28%)	380 (24%)	666 (42%)	1,581

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$3.6M	\$8.7M	\$5.1M

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$3.2M	0.2%	\$14.7k

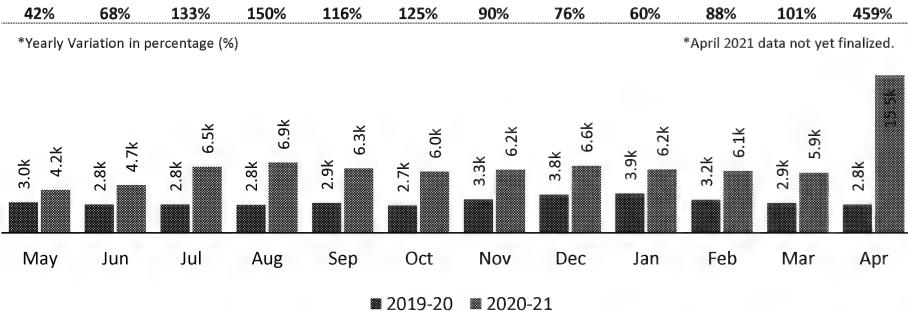
- 42% of employees have an 7 weeks or more of vacation leave balance banked.
- 36% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 60% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$5.1M

Chief Transformation Officer Branch (CTOB)

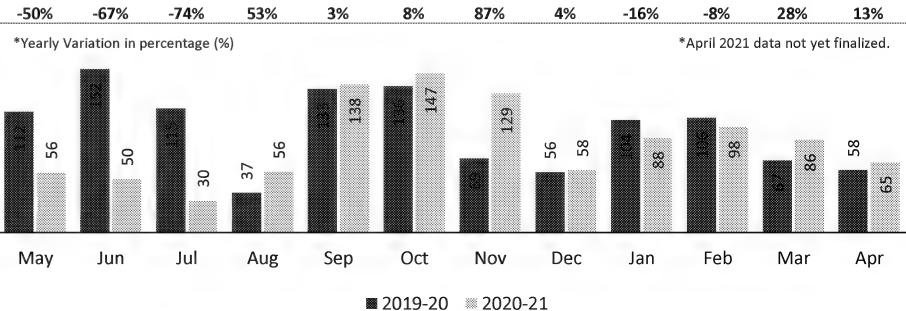


Source: CBSA, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
CCMD	-	-	2	1	5	8
ETD	-	2	8	-	7	17
FMMID	-	-	1	1	3	5
VPO	-	-	2	-	2	4
Total	-	2 (6%)	13 (38%)	2 (6%)	17 (50%)	34

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$80.9k	\$76.1k	\$4.8k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$172.4k	6.4%	\$8.3k

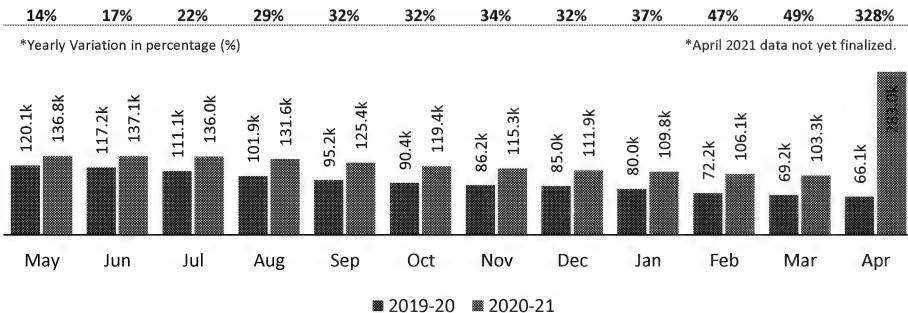
- 50% of employees have an 7 weeks or more of vacation leave balance banked.
- 121% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 13% - Average overtime increase (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → increase of \$4.8k

Commercial and Trade Branch (CTB)

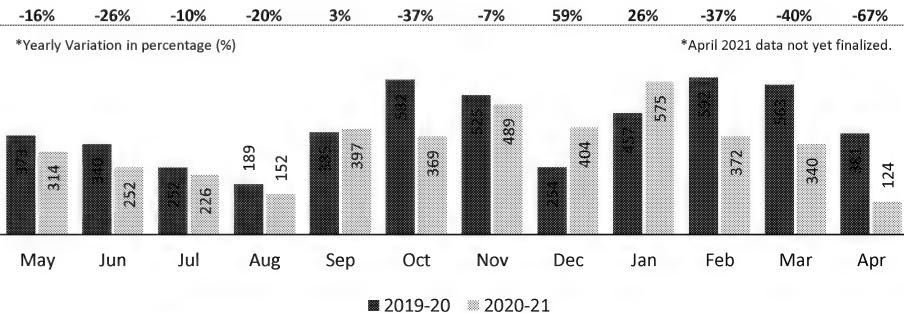


Source: CSA, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
CBPRID	1	1	1	8	19	30
CPD	1	5	27	43	133	209
IAS	-	-	2	3	3	8
TADPD	-	3	30	33	120	186
TPPD	-	2	9	12	62	85
VPO	-	-	1	1	3	5
Total	2 (0%)	11 (2%)	70 (13%)	100 (19%)	340 (65%)	523

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$282.3k	\$370.5k	\$88.1k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$3.0M	0.7%	\$57.1k

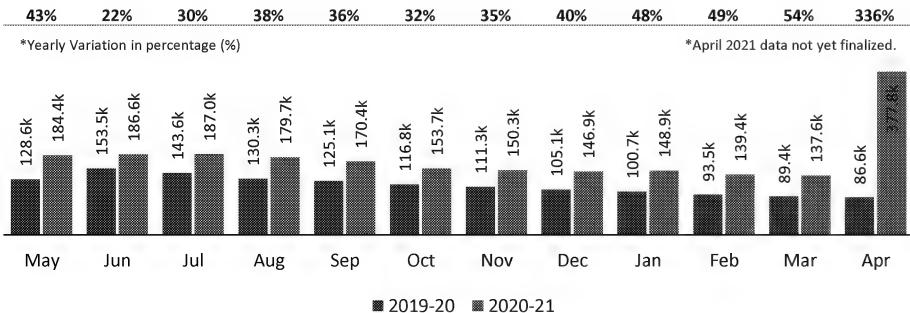
- **65%** of employees have an 7 weeks or more of vacation leave balance banked.
- **48%** - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- **18%** - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → **saved \$88.1k**

Finance and Corporate Management Branch (FCMB)

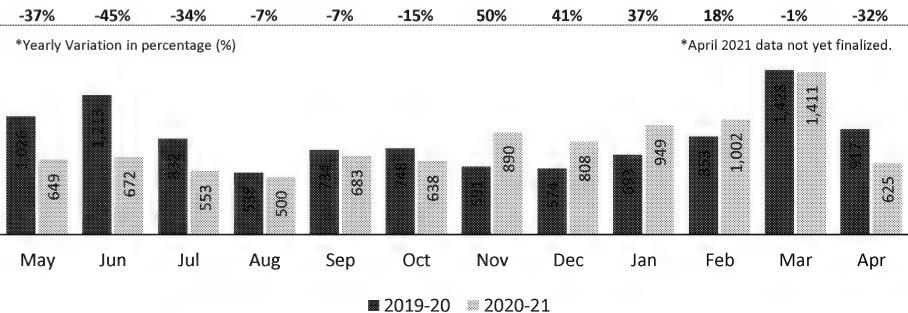


Source: CAS, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
ACD	10	4	38	43	93	188
NRPAD	2	2	24	35	74	137
Recourse	2	2	19	26	74	123
RMD	-	3	23	26	87	139
SPSD	3	9	27	20	82	141
TBIRD	1	-	1	-	15	17
VPO	-	-	6	5	8	19
Total	18 (2%)	20 (3%)	138 (18%)	155 (20%)	433 (57%)	764

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$640.7k	\$629.6k	\$11.2k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$3.6M	1.3%	\$56.6k

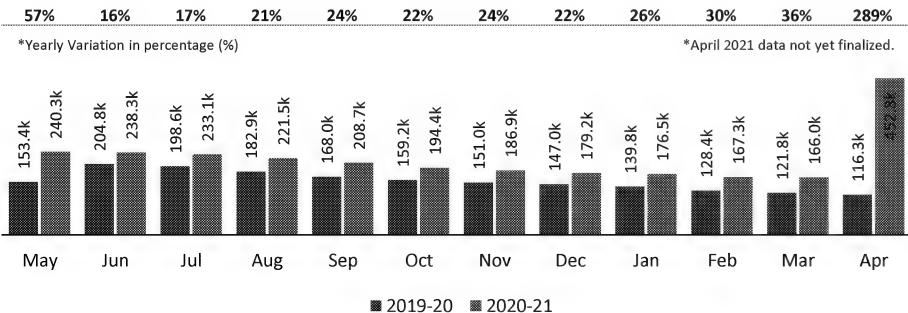
- 57% of employees have an 7 weeks or more of vacation leave balance banked.
- 56% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 8% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → increase of \$11.2k

Human Resources Branch (HRB)

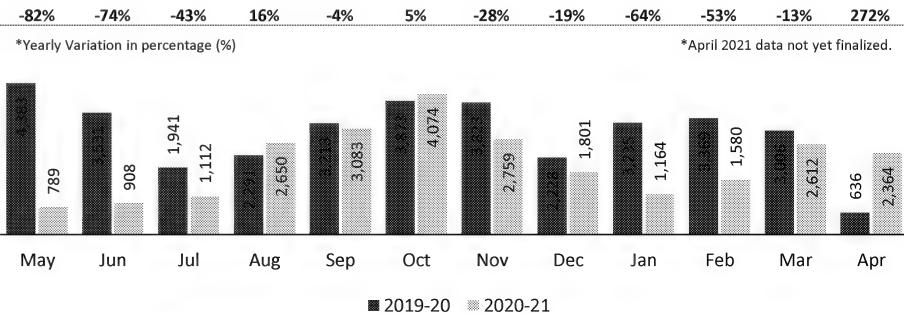
Source : CSA, April 29, 2021



Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
BPIM	-	1	10	7	27	45
HRPD	9	5	67	43	101	225
MCPS	1	-	7	6	20	34
TDD	7	8	61	88	217	381
VPO	1	-	1	1	5	8
WLRCD	8	14	43	57	148	270
Total	26 (3%)	28 (3%)	189 (20%)	202 (21%)	518 (54%)	963

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$1.7M	\$2.4M	\$660.4k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$3.7M	1.6%	\$90.7k

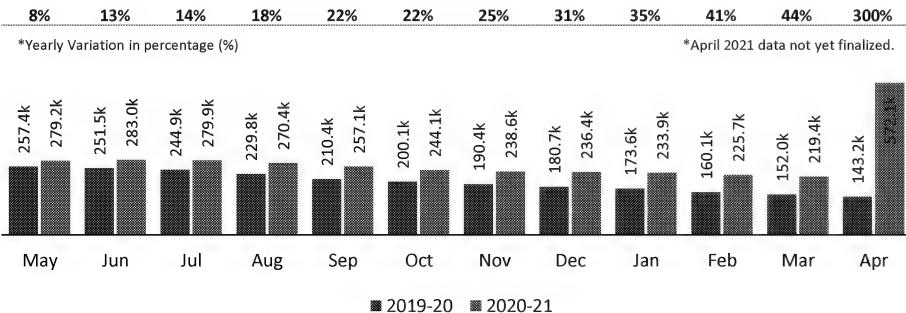
- 54% of employees have an 7 weeks or more of vacation leave balance banked.
- 42% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 30% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$660.4k

Information, Science and Technology Branch (ISTB)

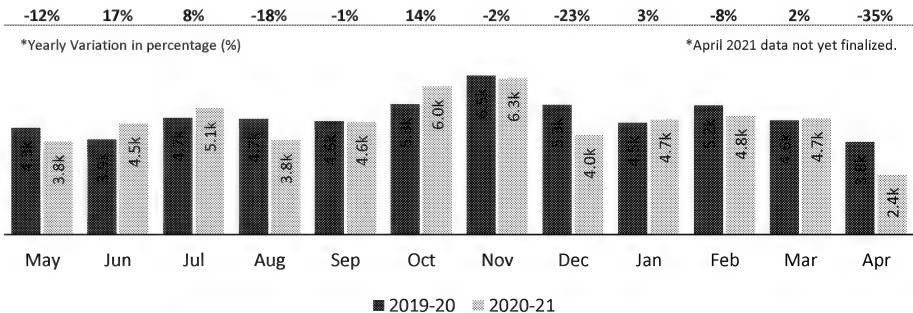


Source: CBSA, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
BTID	-	3	16	22	57	98
ECDSD	3	4	32	37	70	146
ISOD	4	5	35	72	316	432
PSMD	-	3	14	22	94	133
SED	2	-	17	20	73	112
SMSSD	2	-	24	14	43	83
VPO	-	-	1	-	2	3
Total	11 (1%)	15 (1%)	139 (14%)	187 (19%)	655 (65%)	1,007

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$4.3M	\$4.4M	\$102.8k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$6.4M	3.1%	\$305.5k

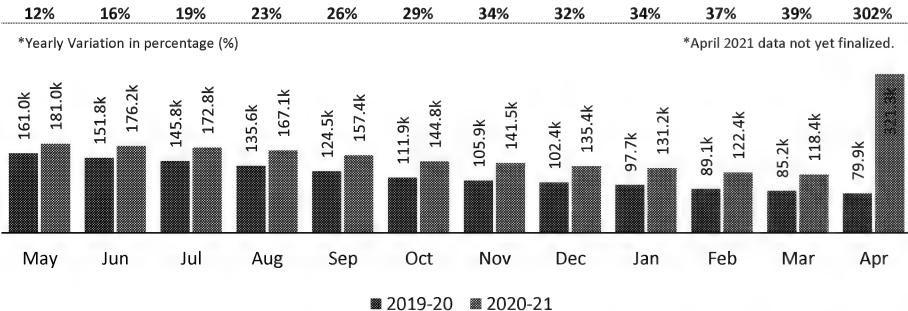
- 54% of employees have an 7 weeks or more of vacation leave balance banked.
- 42% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 30% - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → saved \$660.4k

Intelligence and Enforcement Branch (IEB)

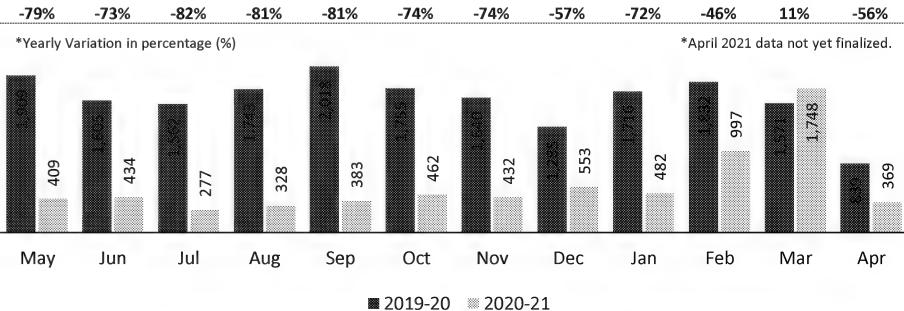
Source: CBSA, April 29, 2021



Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
Enforcement	4	4	40	71	142	261
ITD	10	13	61	76	205	365
TPID	2	2	10	7	40	61
VPO	-	-	2	1	3	6
Total	16 (2%)	19 (3%)	113 (16%)	155 (22%)	390 (56%)	693

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$529.1k	\$1.3M	\$768.6k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$2.6M	1.1%	\$155.4k

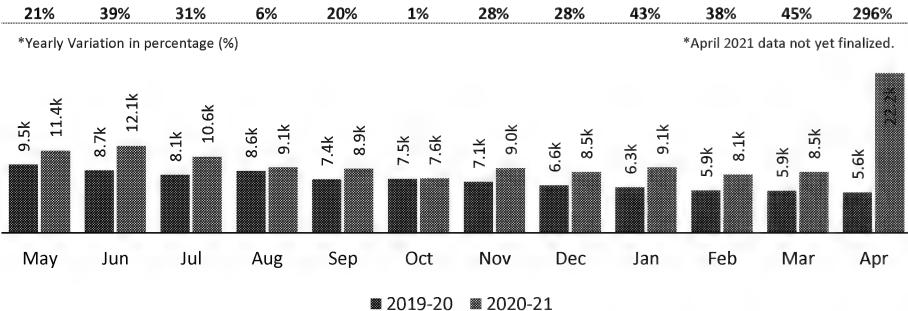
- **56%** of employees have an 7 weeks or more of vacation leave balance banked.
- **42%** - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- **65%** - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → **saved \$768.6k**

Internal Audit and Program Evaluation Directorate (IAPED)

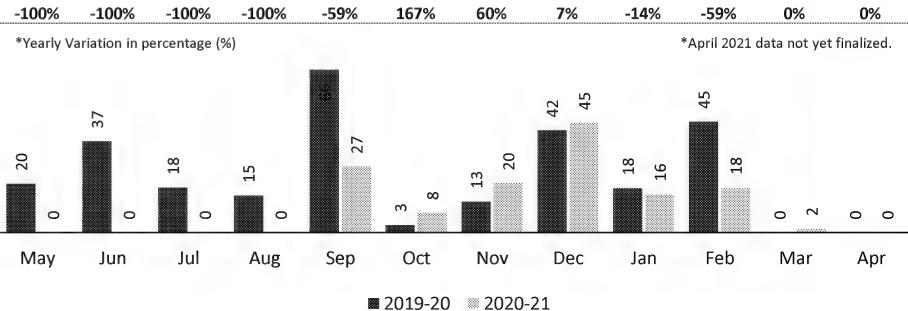


Source: CBSA, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
DGO	-	-	-	1	3	4
IAD	-	1	4	6	7	18
PED	1	2	1	6	8	18
PPD	-	1	7	2	5	15
Total	1 (2%)	4 (7%)	12 (22%)	15 (27%)	23 (42%)	55

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$10.8k	\$20.9k	\$10.1k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$147.7k	0.0%	\$0.00

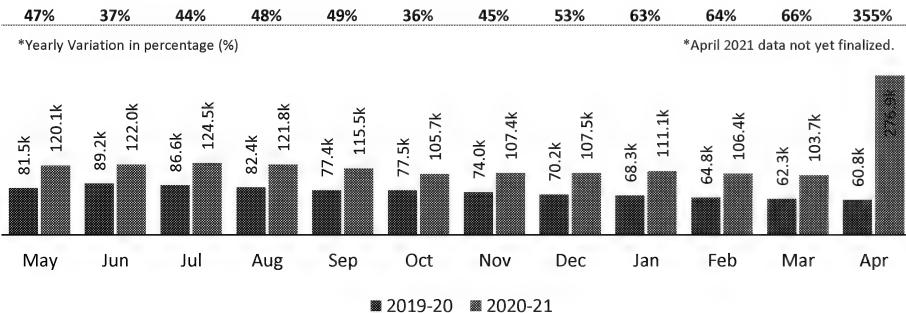
- **42%** of employees have an 7 weeks or more of vacation leave balance banked.
- **44%** - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- **51%** - Average overtime reduction (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → **saved \$10.1k**

Strategic Policy Branch (SPB)



Source : CAS, April 29, 2021

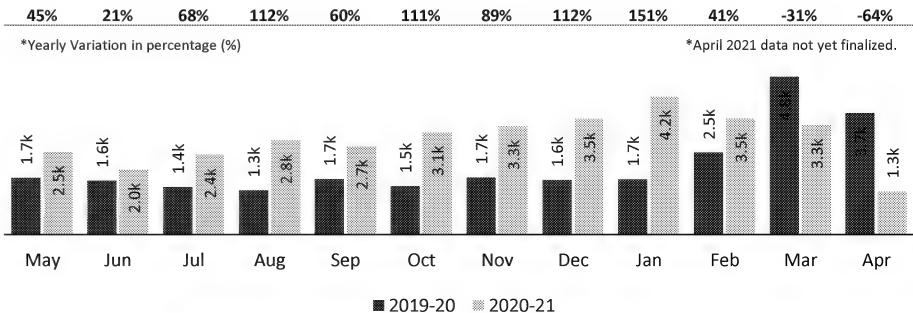
Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
CDO	2	10	34	33	92	171
Communications	4	4	16	24	81	129
IECERPD	0	1	9	12	26	48
IPPD	1	1	14	15	55	86
STPD	0	3	18	22	43	86
VPO	0	0	3	0	1	4
Total	7 (1%)	19 (4%)	94 (18%)	106 (20%)	298 (57%)	524

Overtime: 2019-20 vs 2020-21 (in hours)



CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$2.9M	\$2.1M	\$792.9k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$3.1M	2.1%	\$87.8k

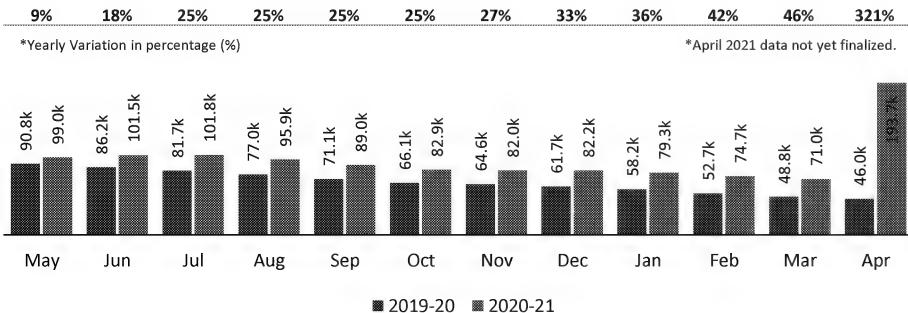
- 57% of employees have an 7 weeks or more of vacation leave balance banked.
- 70% - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- 37% - Average overtime increase (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → increase of \$792.9k

Travellers Branch (TB)

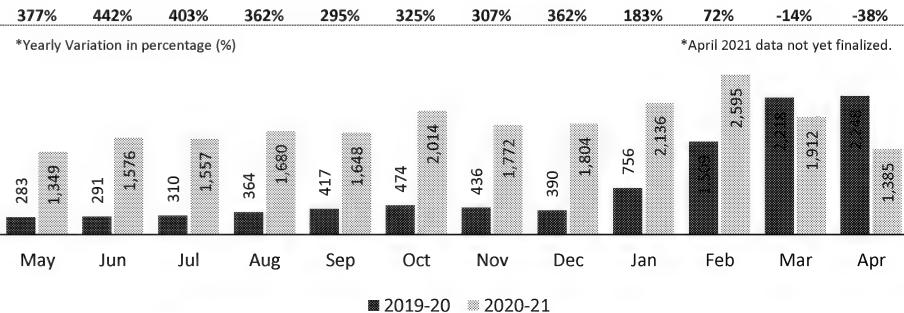


Source: CBSA, April 29, 2021

Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)



Overtime: 2019-20 vs 2020-21 (in hours)



Vacation Leave Balance (in number of employees)

Directorate	Less than 1 week	1 to 3 weeks	3 to 5 weeks	5 to 7 weeks	7 weeks or more	Total
TOGSD	5	4	17	40	105	171
TPPD	1	3	19	17	68	108
TTD	2	2	13	16	59	92
VPO	-	-	2	-	2	4
Total	8 (2%)	9 (2%)	51 (14%)	73 (19%)	234 (62%)	375

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$1.6M	\$745.0k	\$882.0k

CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out (7 weeks or more)	Average % of Employees who took Cash Out – Last 3 FY	Average Yearly Amount of Cash Out – Last 3 FY
\$1.9M	0.3%	\$10.6k

- **62%** of employees have an 7 weeks or more of vacation leave balance banked.
- **43%** - Average vacation leave balance increase in from May 2019 to April 2020 vs May 2020 to April 2021.
- **121%** - Average overtime increase (May 2019 to Apr 2020 vs May 2020 to Apr 2021) → **increase of \$882k**



Canada Border
Services Agency

Agence des services
frontaliers du Canada



CBSA Assessment and Revenue Management Branch Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

PROTECTION

INTEGRITY

SERVICE



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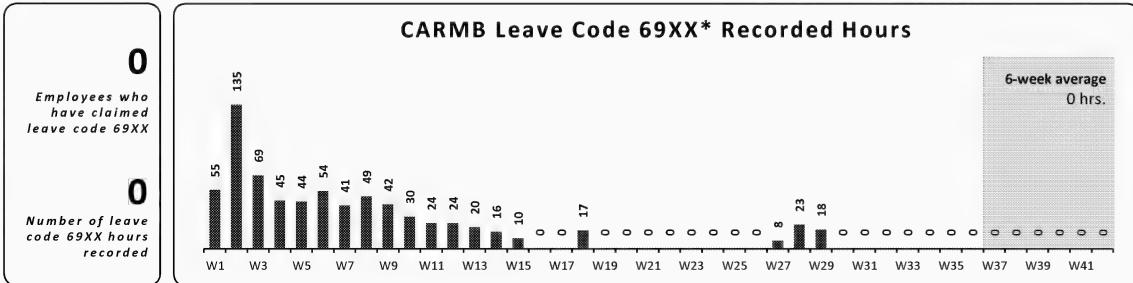
Leave Code 69XX Utilization and Cost + Overtime

Notice: Based on the number of hours recorded.



Leave Code 69XX

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.

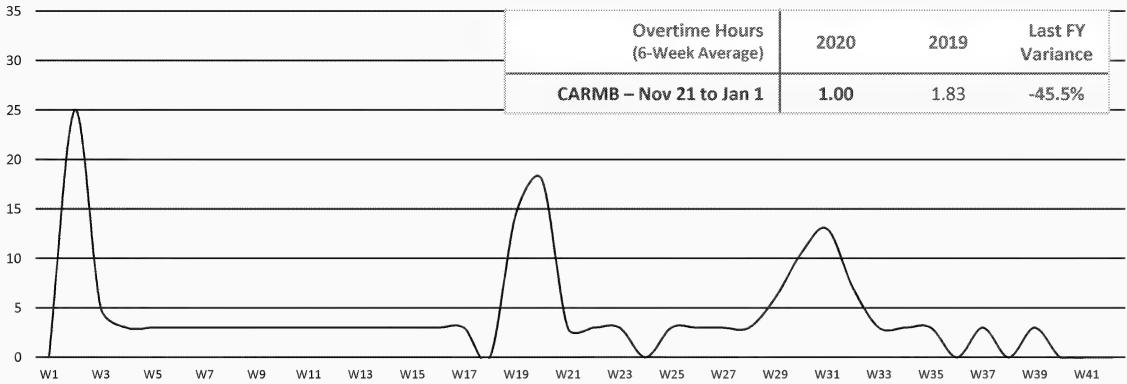
NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).

NOTE 3: 1 FTE equals 37.5 hours.



Overtime: CARMB (usage in hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation.

NOTE 2: Data is not final, as OT could still be pending input.



69XX Cost Overview: CARMB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$0.00

Last 6 Weeks Average Cost

\$690.38

Weekly Average since
March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Family Care	\$	19,545.15
COVID Other	\$	9,149.22
COVID Illness	\$	301.62
COVID Work Limitations	\$	0.00
COVID Technology	\$	0.00
Total	\$	28,995.99

69XX

\$29k

091

\$0.00

TOTAL

\$29k

\$28,995.99

*CARMB has recorded a total of 0 hours of work activity 091 since March 14, 2020.



Other Paid Leave Utilization (% of FTEs)

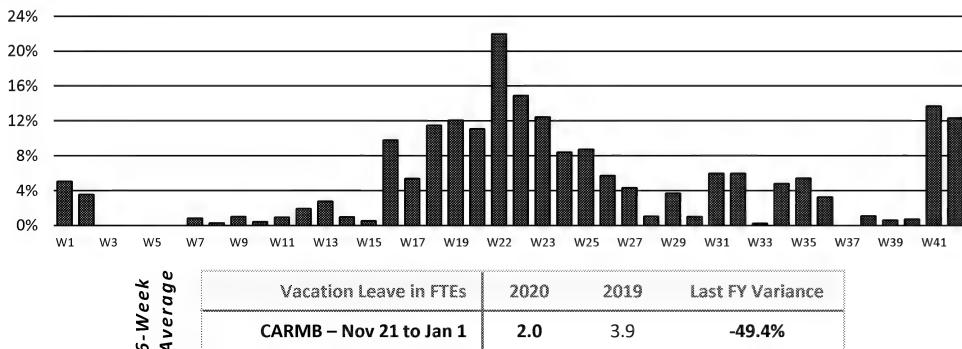
CARMB FTEs: 41.80

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



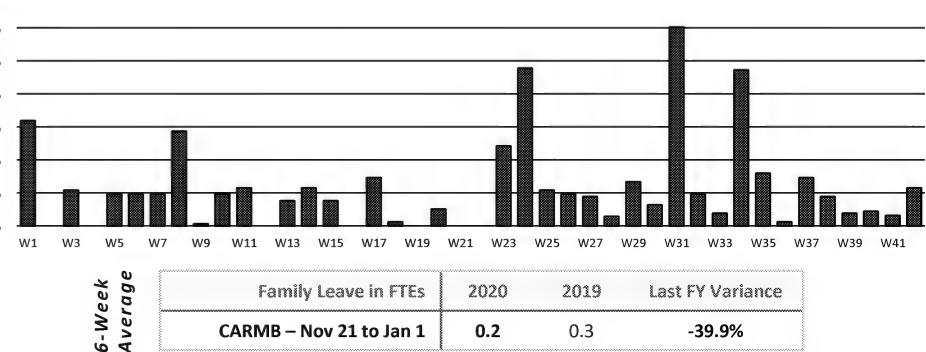
6-Week Average

Vacation Leave in FTEs	2020	2019	Last FY Variance
CARMB – Nov 21 to Jan 1	2.0	3.9	-49.4%



Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



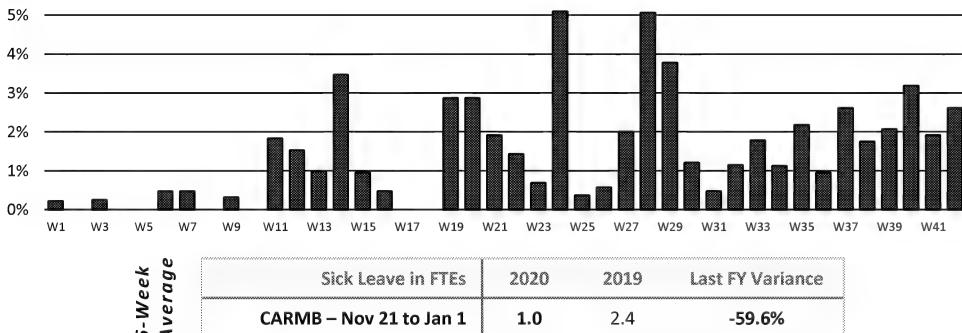
6-Week Average

Family Leave in FTEs	2020	2019	Last FY Variance
CARMB – Nov 21 to Jan 1	0.2	0.3	-39.9%



Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Sick Leave in FTEs	2020	2019	Last FY Variance
CARMB – Nov 21 to Jan 1	1.0	2.4	-59.6%

NOTE 1: Students are included in calculation.

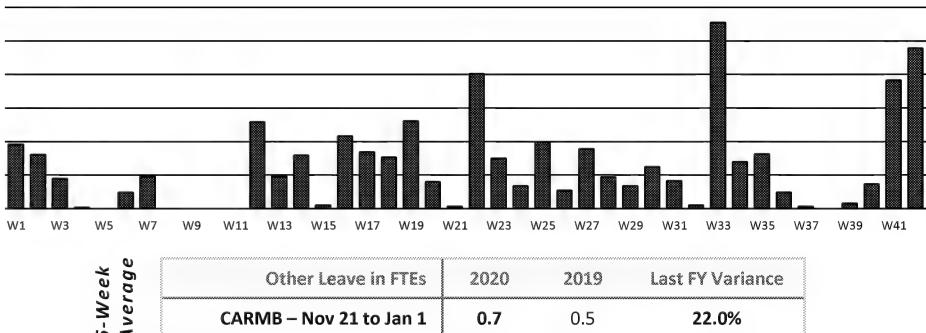
NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.



Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Other Leave in FTEs	2020	2019	Last FY Variance
CARMB – Nov 21 to Jan 1	0.7	0.5	22.0%

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave





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Internal Audit and Program Evaluation Directorate

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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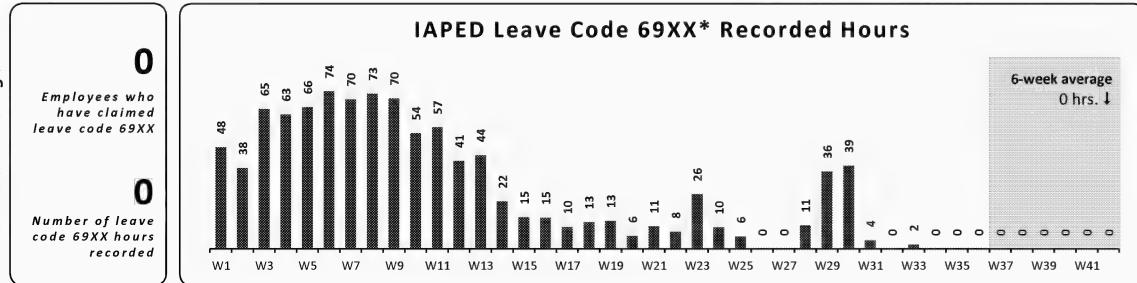
Leave Code 69XX Utilization and Cost + Overtime

Notice: Based on the number of hours recorded.



Leave Code 69XX

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



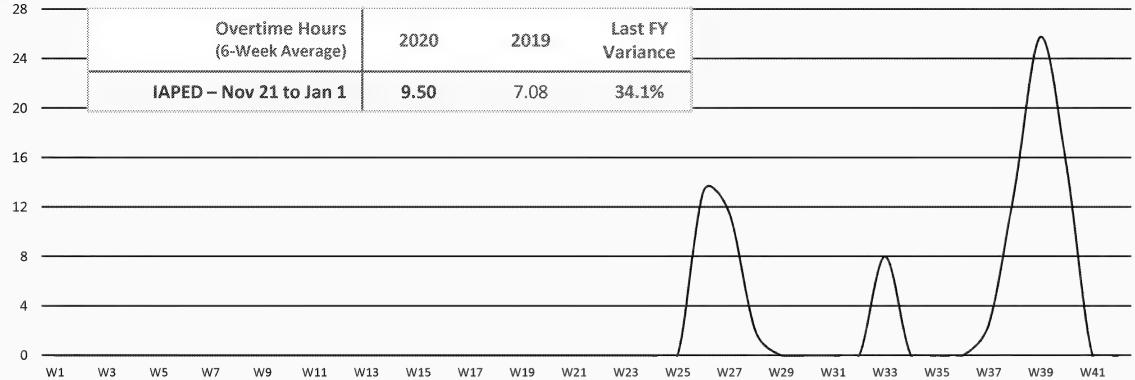
NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.

NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).

NOTE 3: 1 FTE equals 37.5 hours.

Overtime: IAPED (usage in hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation.

NOTE 2: Data is not final, as OT could still be pending input.

69XX Cost Overview: IAPED

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$0.00 ↓

Last 6 Weeks Average Cost

\$1,285.88

Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Family Care	\$ 47,000.51
COVID Other	\$ 6,067.01
COVID Illness	\$ 536.90
COVID Technology	\$ 402.68
COVID Work Limitations	\$ 0.00
Total	\$ 54,007.10

69XX

\$54.0K

091

\$0.00

TOTAL

\$54.0K

\$54,007.10

*IAPED has recorded a total of 0 hours of work activity 091 since March 14, 2020.



Other Paid Leave Utilization (% of FTEs)

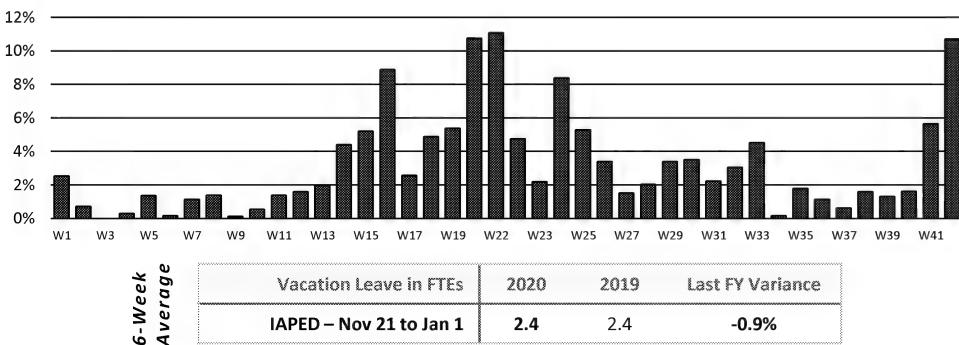
IAPED FTEs: 17,533

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



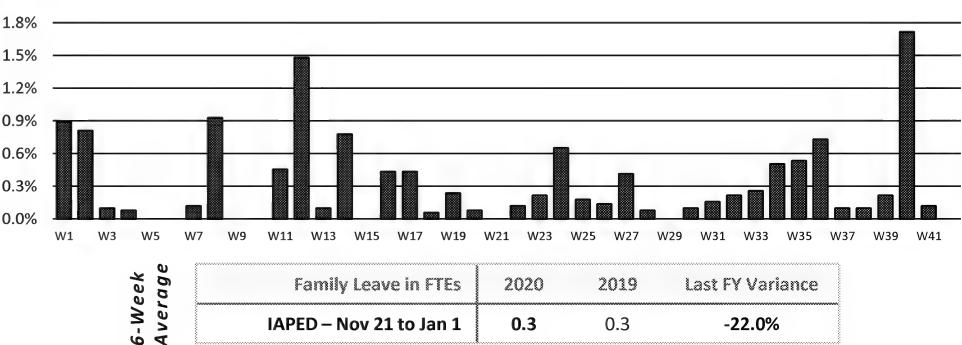
6-Week Average

Vacation Leave in FTEs	2020	2019	Last FY Variance
IAPED – Nov 21 to Jan 1	2.4	2.4	-0.9%



Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



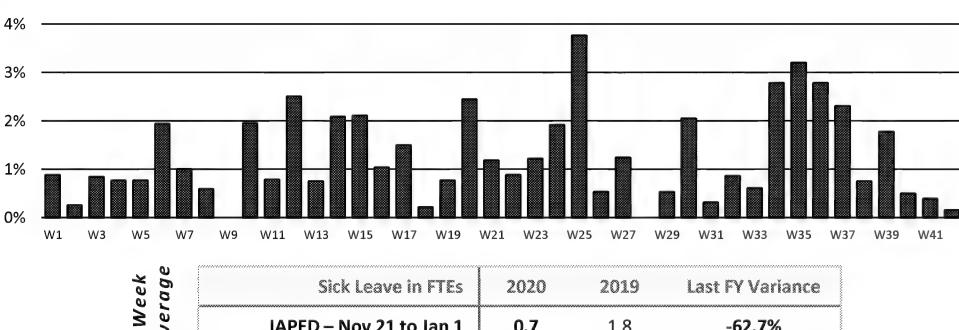
6-Week Average

Family Leave in FTEs	2020	2019	Last FY Variance
IAPED – Nov 21 to Jan 1	0.3	0.3	-22.0%



Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Sick Leave in FTEs	2020	2019	Last FY Variance
IAPED – Nov 21 to Jan 1	0.7	1.8	-62.7%

NOTE 1: Students are included in calculation.

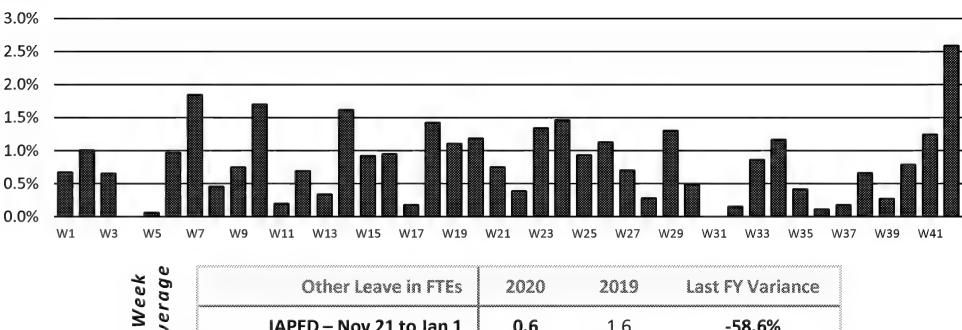
NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.



Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Other Leave in FTEs	2020	2019	Last FY Variance
IAPED – Nov 21 to Jan 1	0.6	1.6	-58.6%

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave





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Commercial and Trade Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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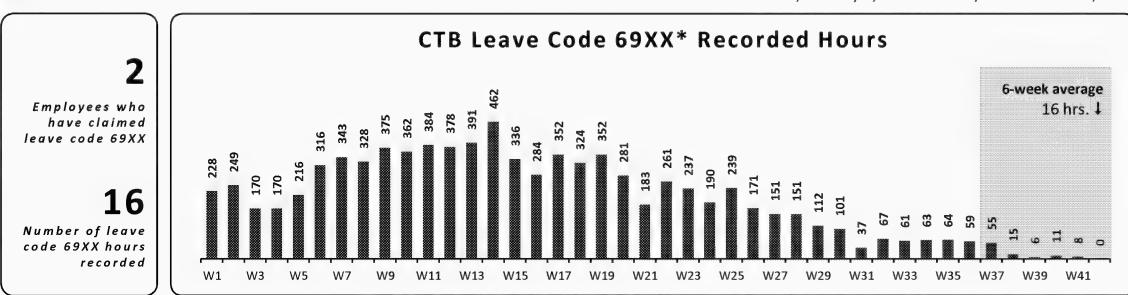
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Leave Code 69XX Utilization and Cost

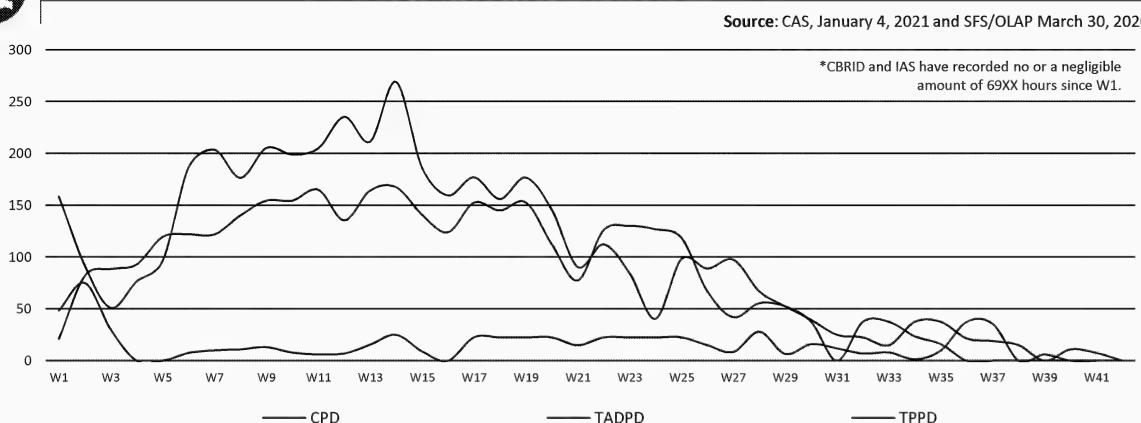
Notice: Based on the number of hours recorded.



Leave Code 69XX



Leave Code 69XX Directorate Results (# of hours)



NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.

NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).

NOTE 3: 1 FTE equals 37.5 hours.

69XX Cost Overview: CTB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$711.99 ↓

Last 6 Weeks Average Cost

\$9,289.05

Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Family Care	\$ 347,267.17
COVID Other	\$ 31,359.87
COVID Illness	\$ 6,278.83
COVID Technology	\$ 5,234.26
COVID Work Limitations	\$ 0.00
Total	\$ 390,140.14

69XX

091

TOTAL

\$390.1k

\$16.5k

= \$406.6k

\$406,646.58

*CTB has also recorded a total of \$16,506.44 of work activity 091 since March 14, 2020.



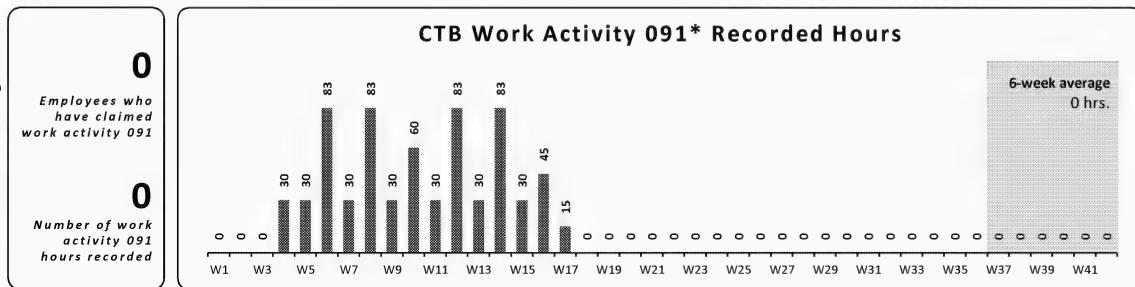
Work Activity 091 Utilization and Cost

Notice: Based on the number of hours recorded.



Work Activity 091 (Employee Health Protection – EHP)

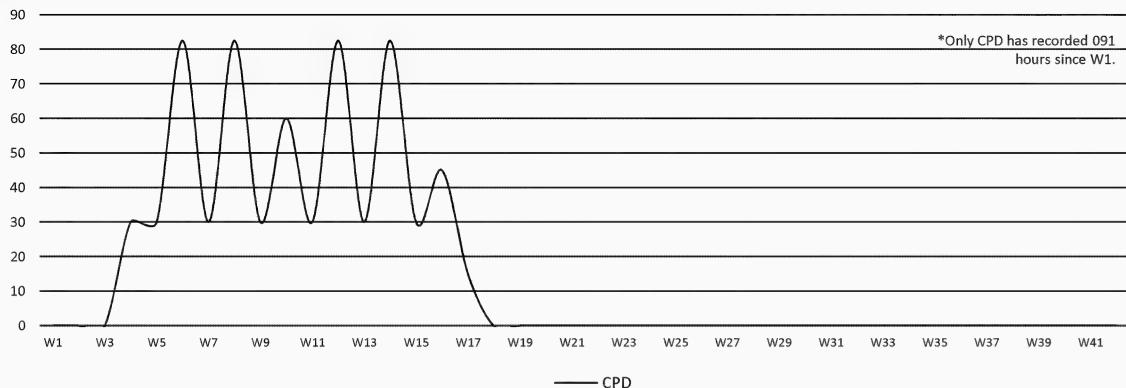
Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



*Data is not final (number of hours will increase as more employees enter leave 091 into ESS)

Work Activity 091 Regional Results (# of hours)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



NOTE 1: Regular Work Activity 091 is all 091 entered in the system (approved or not) that has not been rejected or cancelled.

NOTE 2: Overtime Work Activity 091 is all 091 entered in the system that has been approved.

NOTE 3: Data is not final (number of hours will increase as more employees enter work activity 091 into ESS).

NOTE 4: 1 FTE equals 37.5 hours.

091 Cost Overview: CTB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 091 Average Costs

\$0.00

Last 6 Weeks Average Cost

\$393.01

Weekly Average since March 14, 2020

091 Total Cost

Since March 14, 2020

\$16,506.44

Work Activity 091 Total Cost since March 14, 2020

69XX

091

TOTAL

\$390.1k

\$16.5k

+

\$406.6k

\$406,646.58

*CTB has also recorded a total of \$390,140.14 of leave code 69XX since March 14, 2020.



Other Paid Leave Utilization (% of FTEs)

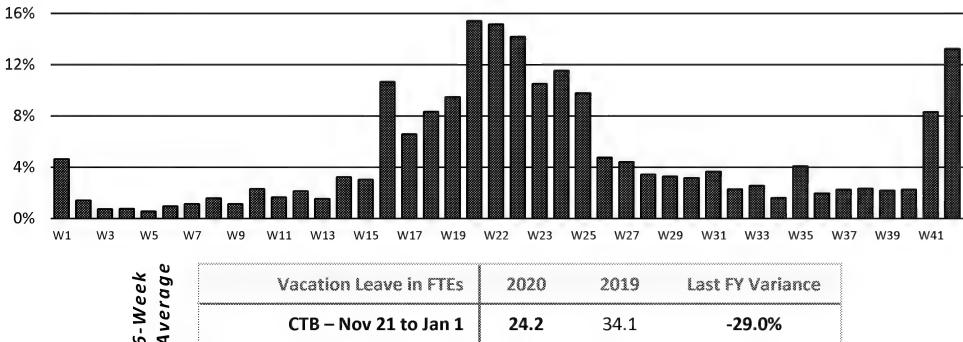
CTR FTEs: 474.63

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



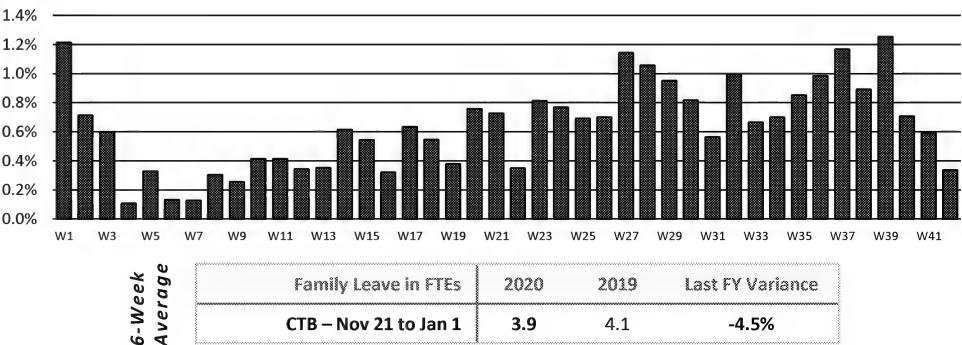
Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



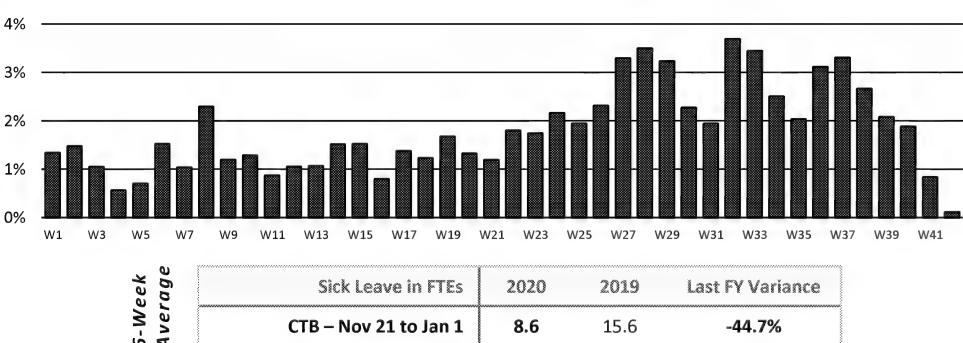
Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



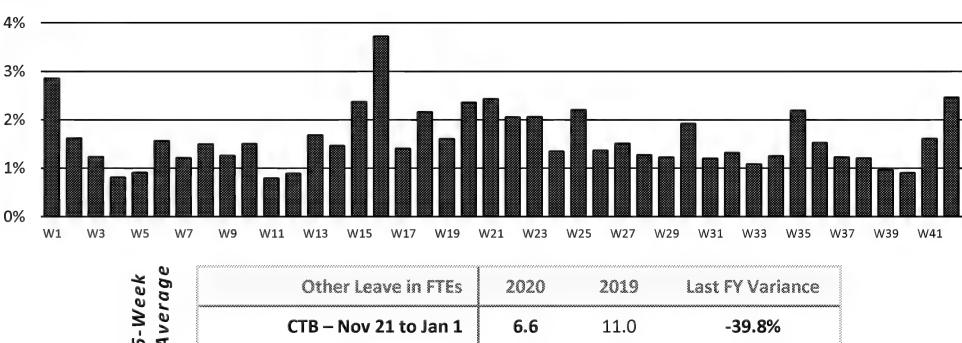
Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



NOTE 1: Students are included in calculation.

NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave

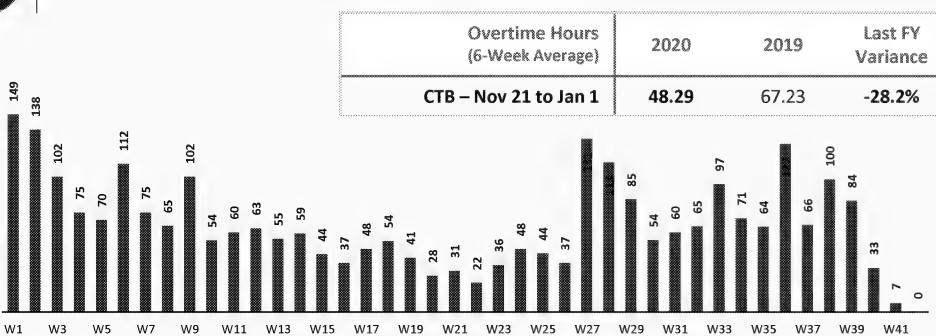


Overtime Usage



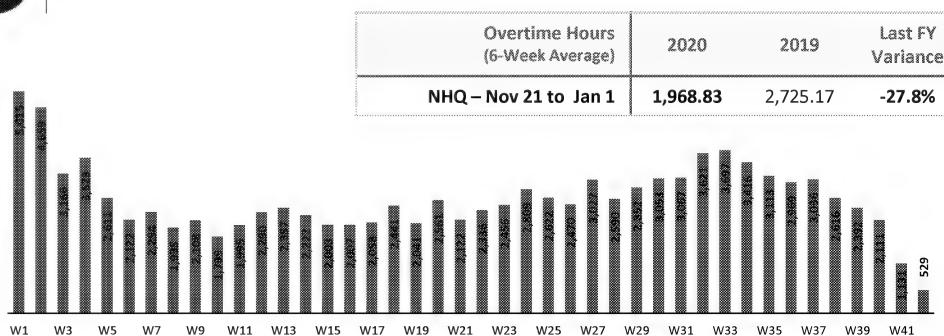
Overtime: CTB (usage in hours)

Source: CAS, January 4, 2021



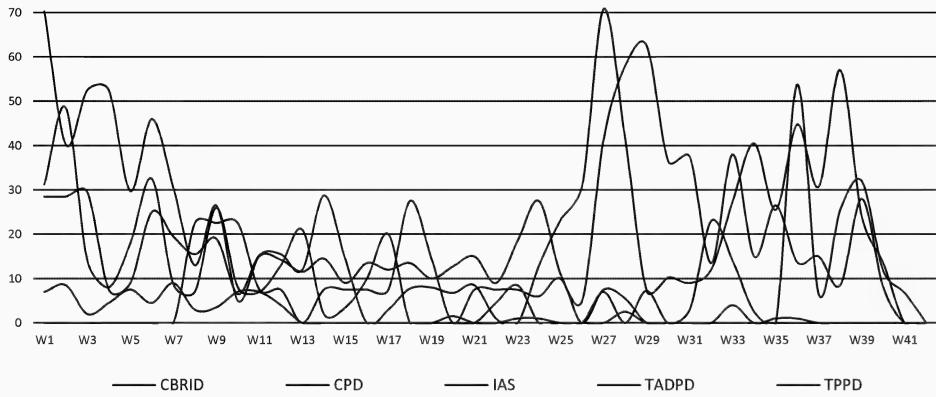
Overtime: NHQ (usage in hours)

Source: CAS, January 4, 2021



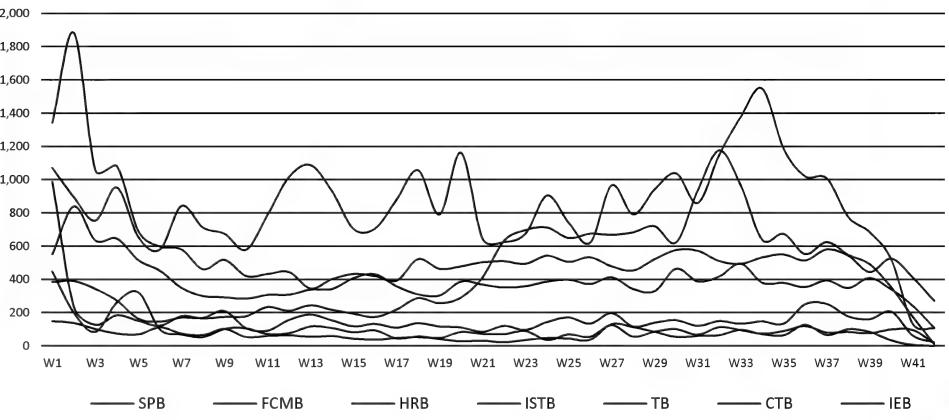
Overtime: Directorate Results (# of hours)

Source: CAS, January 4, 2021



Overtime: Branch Results (# of hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation

NOTE 2: Data is not final, as OT could still be pending input



NHQ and Directorate Level Heat Maps

6-Week Average (FTE): November 21, 2020 to January 1, 2021

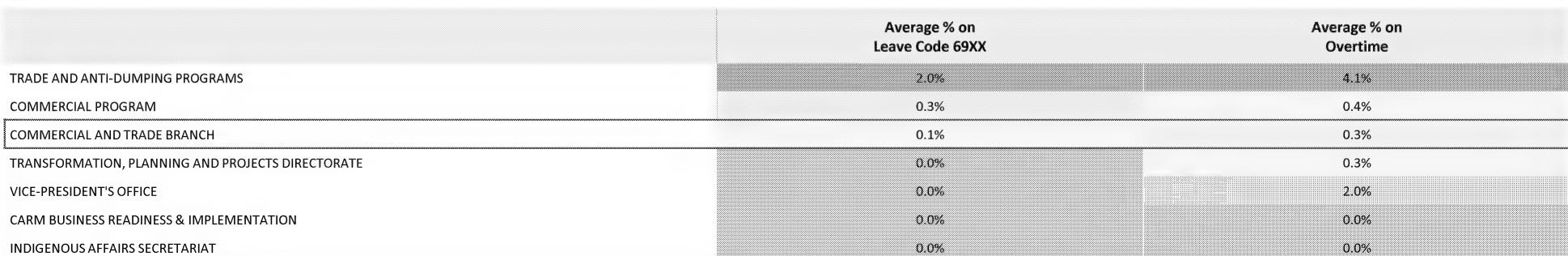
Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



CTB Heat Map – A look at the previous 6 weeks



NHQ Heat Maps: Top 10 Directorates – A look at the previous 6 weeks

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Leave Code 69XX

Highest Users		Average %
CTB	TRADE AND ANTI-DUMPING PROGRAMS	2.0%
HRB	TRAINING & DEVELOPMENT	1.8%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	0.7%
IEB	INTELLIGENCE & TARGETING	0.4%
CTB	COMMERCIAL PROGRAM	0.3%
ISTB	SCIENCE & ENGINEERING	0.2%
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	0.2%
SPB	COMMUNICATIONS	0.1%
IEB	ENFORCEMENT	0.1%
TB	TRAVELLERS POLICY AND PROGRAMS	0.1%

Overtime

Highest Users		Average %
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	6.4%
TB	TRAVELLERS OPERATIONAL GUIDANCE & SUPPORT	4.8%
CTB	TRADE AND ANTI-DUMPING PROGRAMS	4.1%
ISTB	BORDER TECHNOLOGY INNOVATION	3.3%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	2.2%
ISTB	SCIENCE & ENGINEERING	1.8%
HRB	TRAINING & DEVELOPMENT	1.4%
ISTB	IT SOLUTIONS & OPERATIONS	1.3%
SPB	CHIEF DATA OFFICER	1.2%
ISTB	STRATEGIC MANAGEMENT & SUPPORT SERVICES	1.0%





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Intelligence and Enforcement Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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Leave Code 69XX Utilization and Cost

Notice: Based on the number of hours recorded.



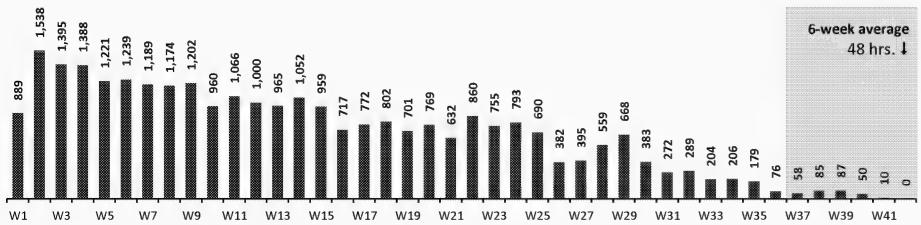
Leave Code 69XX



3	Employees who have claimed leave code 69XX
48	Number of leave code 69XX hours recorded

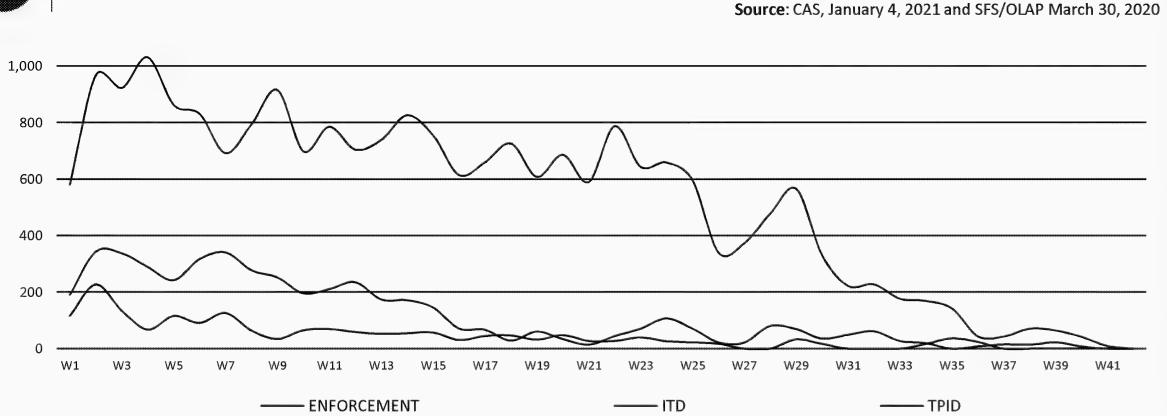
Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

IEB Leave Code 69XX* Recorded Hours



*Data is not final (number of hours will increase as more employees enter leave 69XX into ESS)

Leave Code 69XX Directorate Results (# of hours)



NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.

NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).

NOTE 3: 1 FTE equals 37.5 hours.

69XX Cost Overview: IEB



Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$2,011.20 ↓

Last 6 Weeks Average Cost

\$28,146.86

Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Family Care	\$ 547,200.52
COVID Illness	\$ 452,047.45
COVID Other	\$ 130,692.06
COVID Technology	\$ 52,228.01
COVID Work Limitations	\$ 0.00
Total	\$ 1,182,168.05

69XX

\$1.2M

091

\$2.9M

TOTAL

\$4.1M

\$4,136,467.90

*IEB has also recorded a total of \$2,954,299.85 of work activity 091 since March 14, 2020.



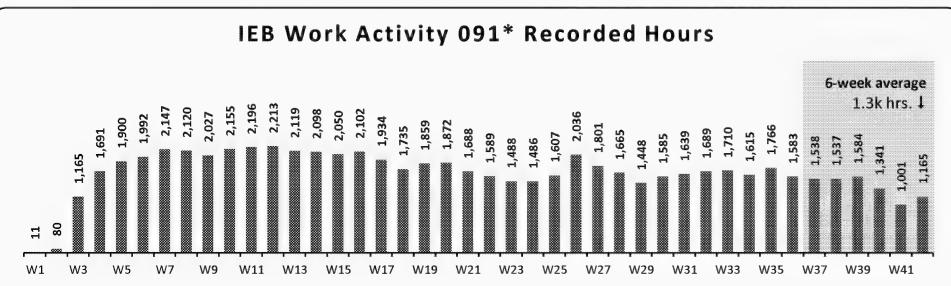
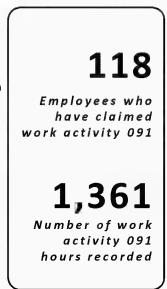
Work Activity 091 Utilization and Cost

Notice: Based on the number of hours recorded.



Work Activity 091 (Employee Health Protection – EHP)

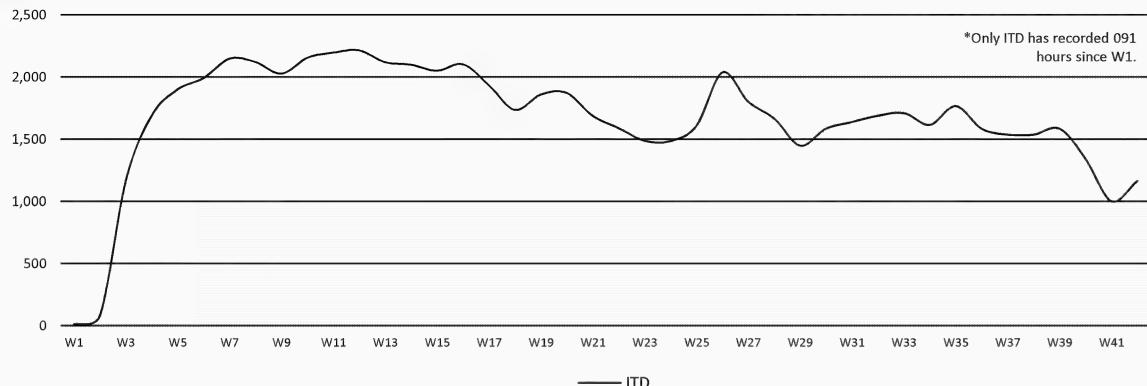
Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



*Data is not final (number of hours will increase as more employees enter leave 091 into ESS)

Work Activity 091 Directorate Results (# of hours)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



NOTE 1: Regular Work Activity 091 is all 091 entered in the system (approved or not) that has not been rejected or cancelled.

NOTE 2: Overtime Work Activity 091 is all 091 entered in the system that has been approved.

NOTE 3: Data is not final (number of hours will increase as more employees enter work activity 091 into ESS).

NOTE 4: 1 FTE equals 37.5 hours.

091 Cost Overview: IEB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 091 Average Costs

\$57,361.16 ↓

Last 6 Weeks Average Cost

\$70,340.47

Weekly Average since March 14, 2020

091 Total Cost

Since March 14, 2020

\$2,954,299.85

Work Activity 091 Total Cost since March 14, 2020

69XX

\$1.2M

091

\$2.9M

TOTAL

\$4.1M

\$4,136,467.90

*IEB has also recorded a total of \$1,182,168.05 of leave code 69XX since March 14, 2020.



Other Paid Leave Utilization (% of FTEs)

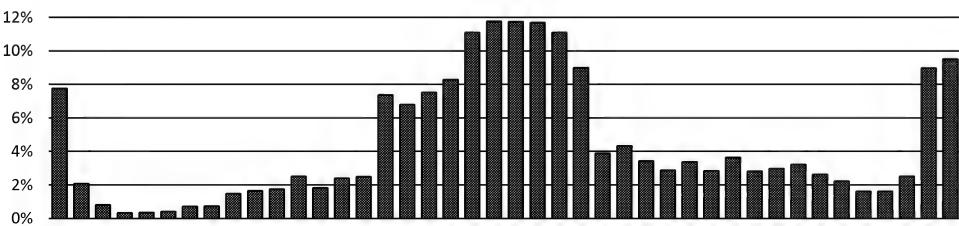
IEB FTEs: 714.14

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

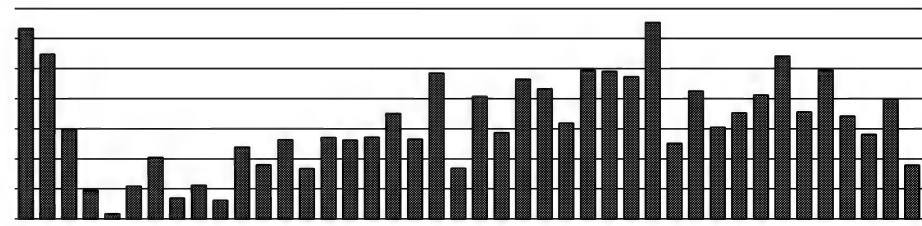


6-Week Average

Vacation Leave in FTEs	2020	2019	Last FY Variance
IEB – Nov 21 to Jan 1	31.4	55.6	-43.5%

Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

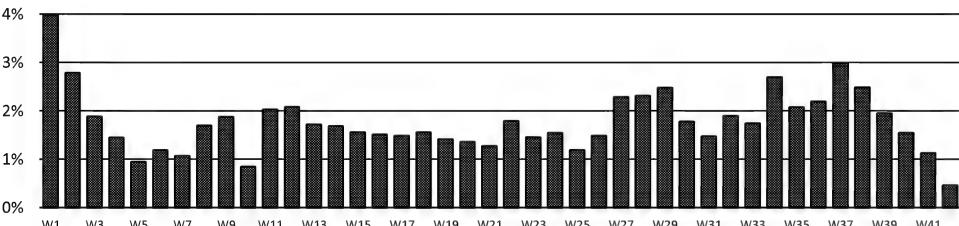


Family Leave in FTEs	2020	2019	Last FY Variance
IEB – Nov 21 to Jan 1	4.9	7.7	-36.3%



Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Sick Leave in FTEs	2020	2019	Last FY Variance
IEB – Nov 21 to Jan 1	12.6	37.6	-66.6%

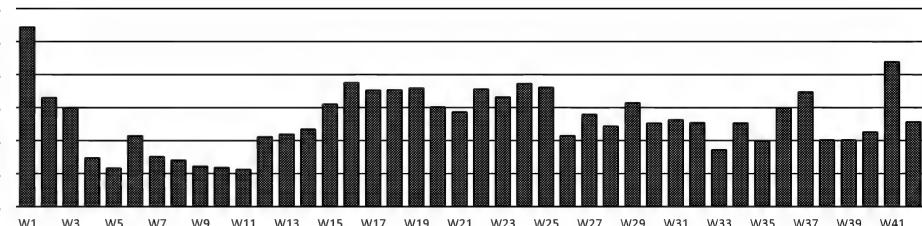
NOTE 1: Students are included in calculation.

NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.

Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



Other Leave in FTEs	2020	2019	Last FY Variance
IEB – Nov 21 to Jan 1	9.9	17.8	-44.1%

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave

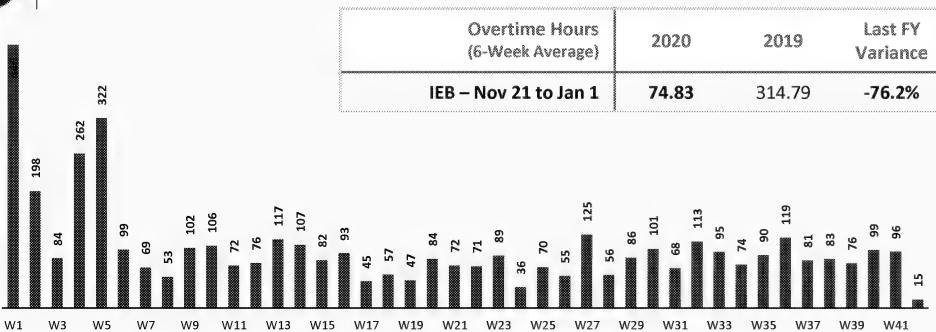


Overtime Usage



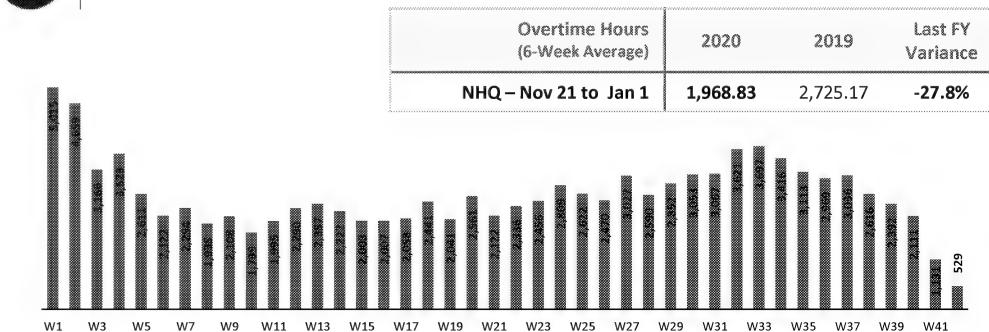
Overtime: IEB (usage in hours)

Source: CAS, January 4, 2021



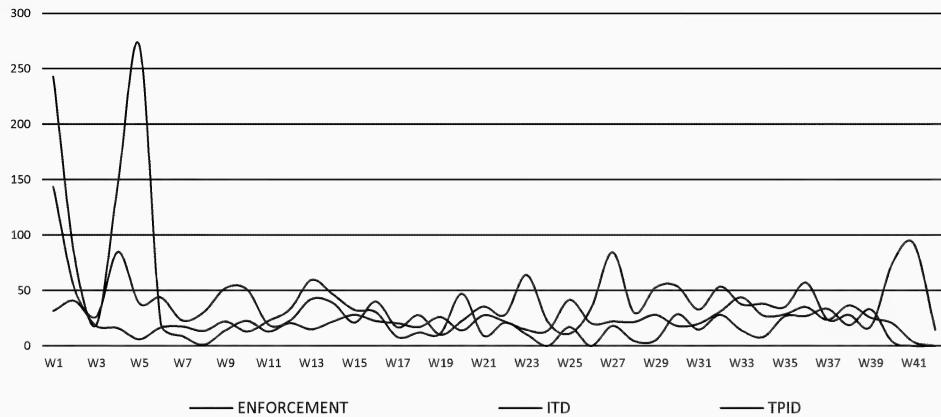
Overtime: NHQ (usage in hours)

Source: CAS, January 4, 2021



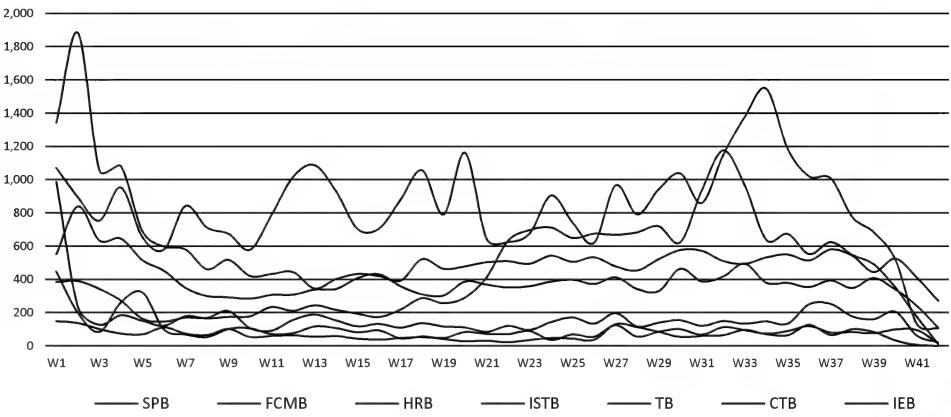
Overtime: Directorate Results (# of hours)

Source: CAS, January 4, 2021



Overtime: Branch Results (# of hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation.

NOTE 2: Data is not final, as OT could still be pending input.



NHQ and Directorate Level Heat Maps

6-Week Average (FTE): November 21, 2020 to January 1, 2021

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



IEB Heat Map – A look at the previous 6 weeks

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

	Average % on Leave Code 69XX	Average % on Work Activity 091	Average % on 6990 and 091	Average % on Overtime
INTELLIGENCE & TARGETING	0.4%	12.7%	13.1%	0.4%
INTELLIGENCE AND ENFORCEMENT BRANCH	0.2%	5.1%	5.3%	0.3%
ENFORCEMENT	0.1%	0.0%	0.1%	0.2%
VICE-PRESIDENT'S OFFICE	0.0%	0.0%	0.0%	0.0%
TRANSFORMATION, PLANNING AND INTEGRATION	0.0%	0.0%	0.0%	0.2%



NHQ Heat Maps: Top 10 Directorates – A look at the previous 6 weeks

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Leave Code 69XX

	Highest Users	Average %
CTB	TRADE AND ANTI-DUMPING PROGRAMS	2.0%
HRB	TRAINING & DEVELOPMENT	1.8%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	0.7%
IEB	INTELLIGENCE & TARGETING	0.4%
CTB	COMMERCIAL PROGRAM	0.3%
ISTB	SCIENCE & ENGINEERING	0.2%
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	0.2%
SPB	COMMUNICATIONS	0.1%
IEB	ENFORCEMENT	0.1%
TB	TRAVELLERS POLICY AND PROGRAMS	0.1%

Overtime

	Highest Users	Average %
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	6.4%
TB	TRAVELLERS OPERATIONAL GUIDANCE & SUPPORT	4.8%
CTB	TRADE AND ANTI-DUMPING PROGRAMS	4.1%
ISTB	BORDER TECHNOLOGY INNOVATION	3.3%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	2.2%
ISTB	SCIENCE & ENGINEERING	1.8%
HRB	TRAINING & DEVELOPMENT	1.4%
ISTB	IT SOLUTIONS & OPERATIONS	1.3%
SPB	CHIEF DATA OFFICER	1.2%
ISTB	STRATEGIC MANAGEMENT & SUPPORT SERVICES	1.0%





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Chief Transformation Officer Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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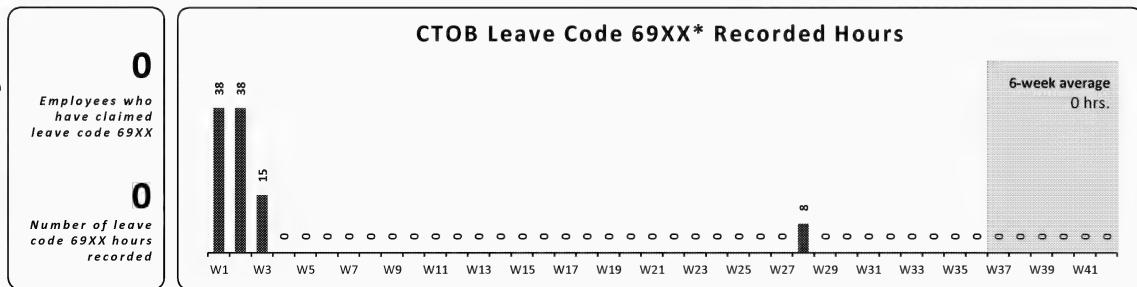
Leave Code 69XX Utilization and Cost + Overtime

Notice: Based on the number of hours recorded.



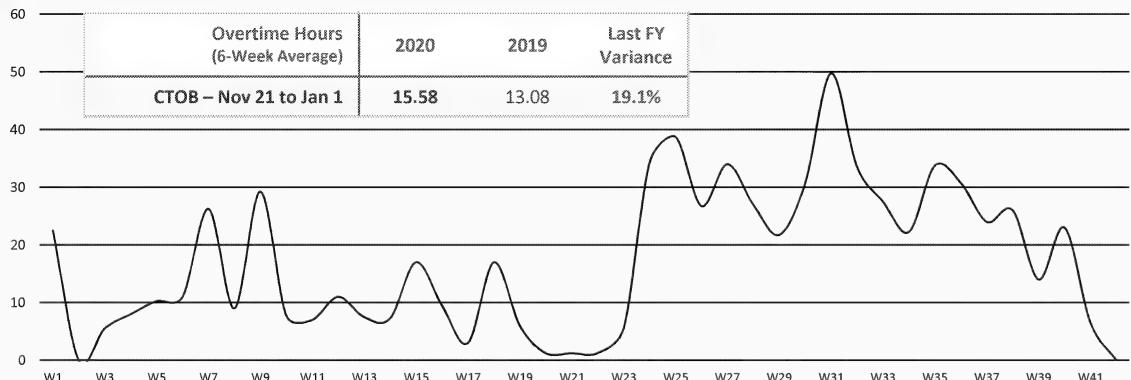
Leave Code 69XX

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



Overtime: CTOB (usage in hours)

Source: CAS, January 4, 2021



69XX Cost Overview: CTOB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$0.00

Last 6 Weeks Average Cost

\$75.93

Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Other	\$ 2,943.71
COVID Family Care	\$ 245.31
COVID Illness	\$ 0.00
COVID Work Limitations	\$ 0.00
COVID Technology	\$ 0.00
Total	\$ 3,189.02

69XX

091

TOTAL

\$3.1k

\$0.00

= \$3.1k

\$3,189.02

*CTOB has recorded a total of 0 hours of work activity 091 since March 14, 2020.



Other Paid Leave Utilization (% of FTEs)

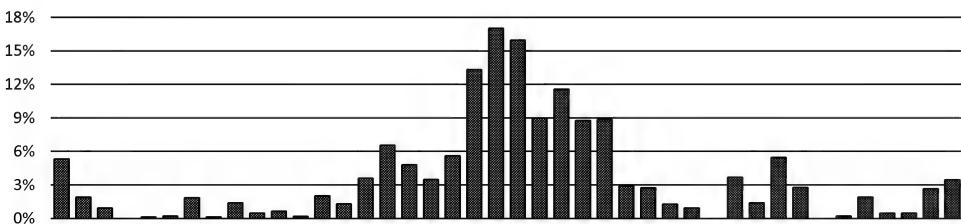
CTOB FTEs: 49,445

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

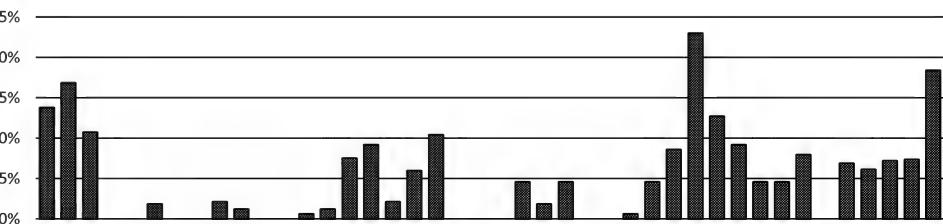


6-Week Average

Vacation Leave in FTEs	2020	2019	Last FY Variance
CTOB – Nov 21 to Jan 1	0.7	2.8	-76.4%

Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



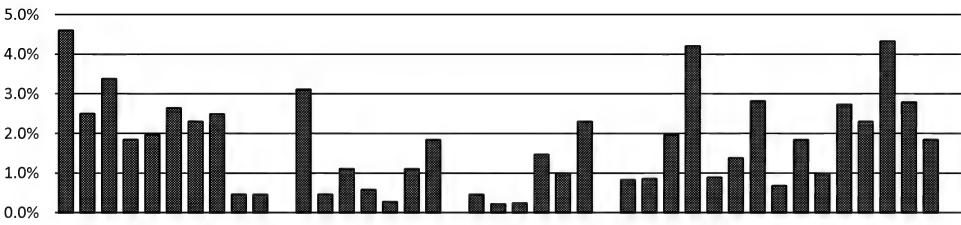
6-Week Average

Family Leave in FTEs	2020	2019	Last FY Variance
CTOB – Nov 21 to Jan 1	0.3	0.2	85.2%



Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

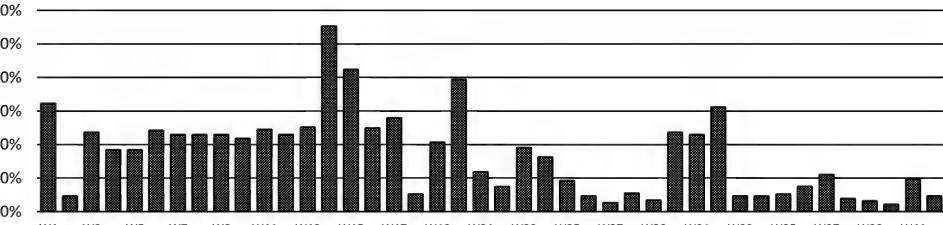


6-Week Average

Sick Leave in FTEs	2020	2019	Last FY Variance
CTOB – Nov 21 to Jan 1	1.0	0.6	77.4%

Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Other Leave in FTEs	2020	2019	Last FY Variance
CTOB – Nov 21 to Jan 1	0.3	1.0	-73.9%

NOTE 1: Students are included in calculation.

NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave





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Information, Science and Technology Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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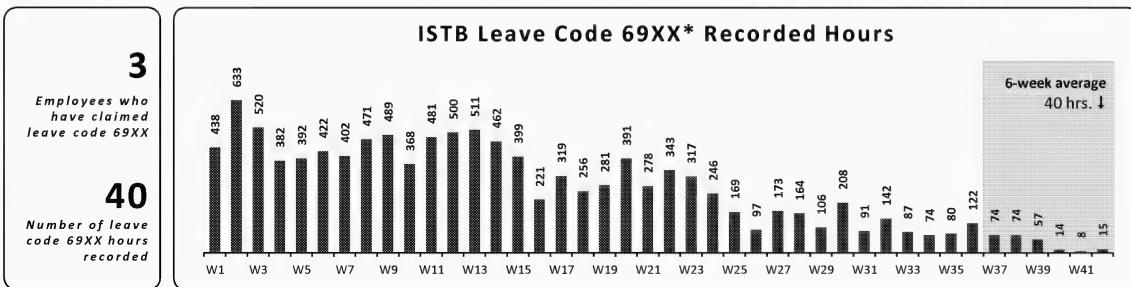
Leave Code 69XX Utilization and Cost

Notice: Based on the number of hours recorded.



Leave Code 69XX

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

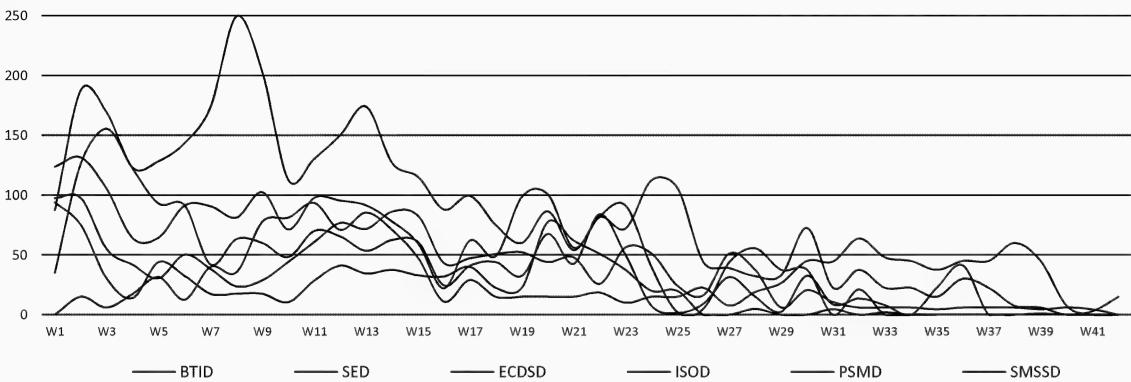


*Data is not final (number of hours will increase as more employees enter leave 69XX into ESS)



Leave Code 69XX Directorate Results (# of hours)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.

NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).

NOTE 3: 1 FTE equals 37.5 hours.



69XX Cost Overview: ISTB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$1,154.83 ↓

Last 6 Weeks Average Cost

\$11,173.48

Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Family Care	\$ 265,748.06
COVID Illness	\$ 77,973.95
COVID Other	\$ 63,547.06
COVID Technology	\$ 33,600.31
COVID Work Limitations	\$ 28,416.62
Total	\$ 469,286.00

69XX

091

TOTAL

$$\begin{matrix} \$469.3k \\ + \\ \$0.00 \end{matrix} = \begin{matrix} \$469.3k \\ \$469,286.00 \end{matrix}$$

*ISTB has recorded a total of 0 hours of work activity 091 since March 14, 2020.



Other Paid Leave Utilization (% of FTEs)

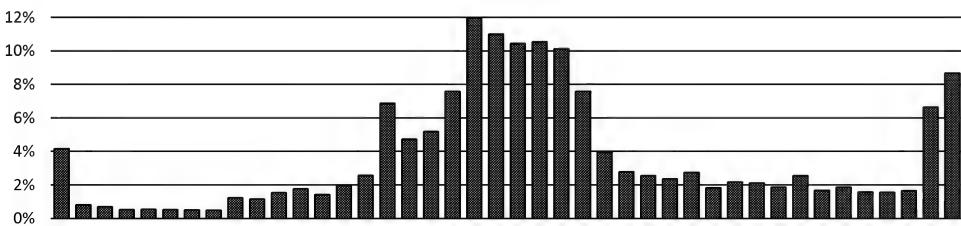
ISTB FTEs: 1021.98

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



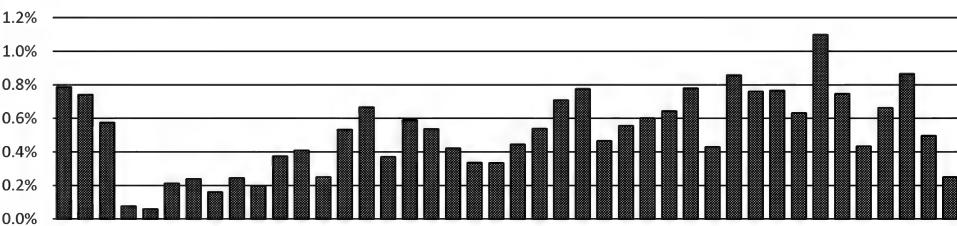
6-Week Average

ISTB – Nov 21 to Jan 1	2020	2019	Last FY Variance
ISTB – Nov 21 to Jan 1	37.8	70.2	-46.2%



Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



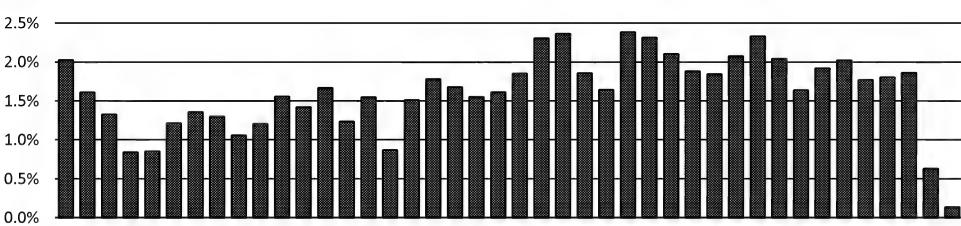
6-Week Average

ISTB – Nov 21 to Jan 1	2020	2019	Last FY Variance
ISTB – Nov 21 to Jan 1	5.9	10.7	-44.3%



Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

ISTB – Nov 21 to Jan 1	2020	2019	Last FY Variance
ISTB – Nov 21 to Jan 1	14.1	35.8	-60.5%

NOTE 1: Students are included in calculation.

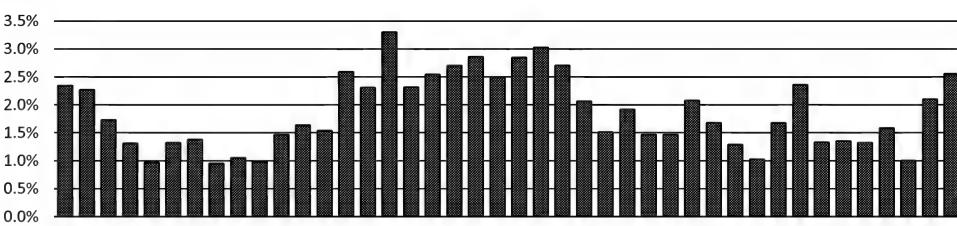
NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.



Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

ISTB – Nov 21 to Jan 1	2020	2019	Last FY Variance
ISTB – Nov 21 to Jan 1	17.1	33.9	-49.7%

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave

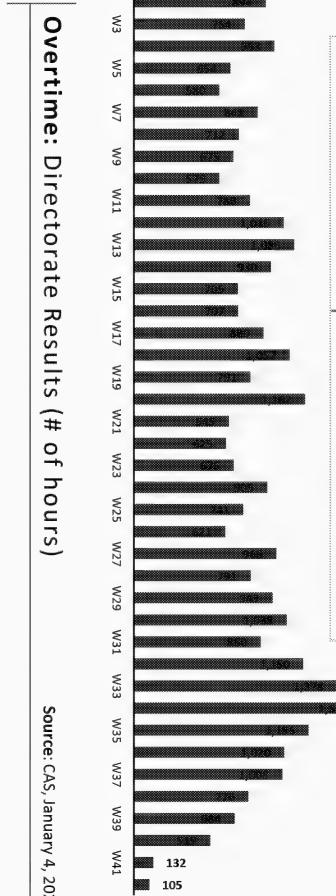


Overtime Usage

Overtime: ISTB (usage in hours)

Source: CAS, January 4, 2021

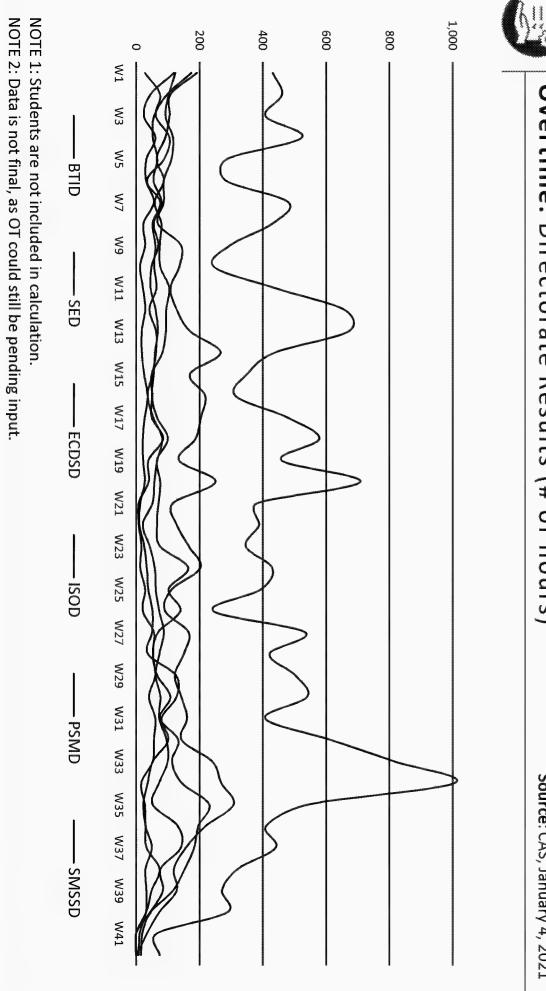
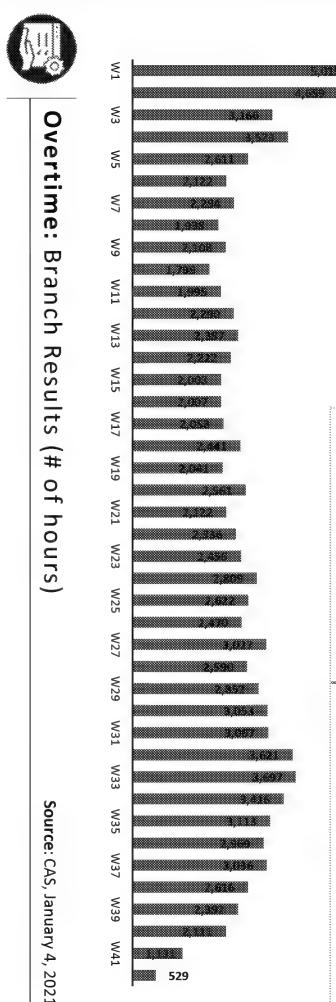
	Overtime Hours (6-Week Average)		
	2020	2019	Last FY Variance
ISTB - Nov 21 to Jan 1	537.33	1,186.96	-54.7%



Overtime: NHQ (usage in hours)

Source: CAS, January 4, 2021

	Overtime Hours (6-Week Average)		
	2020	2019	Last FY Variance
NHQ - Nov 21 to Jan 1	1,968.83	2,725.17	-27.8%



NOTE 1: Students are not included in calculation.

NOTE 2: Data is not final, as OT could still be pending input.

NHQ and Directorate Level Heat Maps

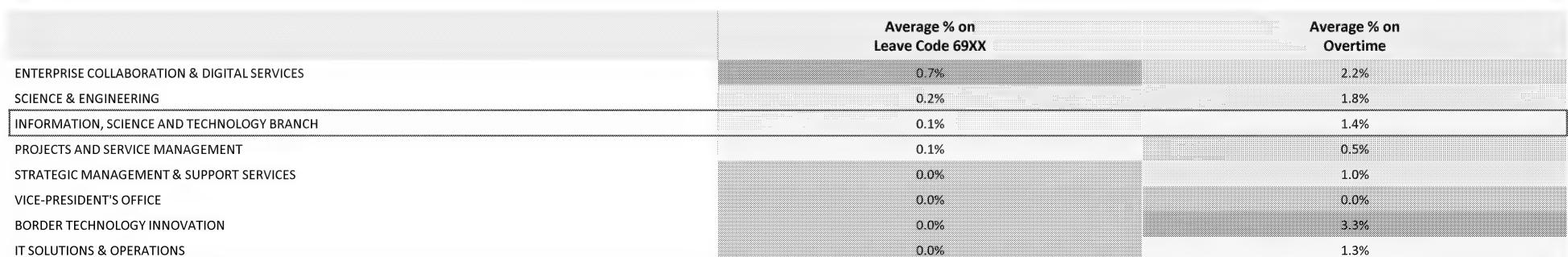
6-Week Average (FTE): November 21, 2020 to January 1, 2021

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



ISTB Heat Map – A look at the previous 6 weeks

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



NHQ Heat Maps: Top 10 Directorates – A look at the previous 6 weeks

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Leave Code 69XX

	Highest Users	Average %
CTB	TRADE AND ANTI-DUMPING PROGRAMS	2.0%
HRB	TRAINING & DEVELOPMENT	1.8%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	0.7%
IEB	INTELLIGENCE & TARGETING	0.4%
CTB	COMMERCIAL PROGRAM	0.3%
ISTB	SCIENCE & ENGINEERING	0.2%
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	0.2%
SPB	COMMUNICATIONS	0.1%
IEB	ENFORCEMENT	0.1%
TB	TRAVELLERS POLICY AND PROGRAMS	0.1%

Overtime

	Highest Users	Average %
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	6.4%
TB	TRAVELLERS OPERATIONAL GUIDANCE & SUPPORT	4.8%
CTB	TRADE AND ANTI-DUMPING PROGRAMS	4.1%
ISTB	BORDER TECHNOLOGY INNOVATION	3.3%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	2.2%
ISTB	SCIENCE & ENGINEERING	1.8%
HRB	TRAINING & DEVELOPMENT	1.4%
ISTB	IT SOLUTIONS & OPERATIONS	1.3%
SPB	CHIEF DATA OFFICER	1.2%
ISTB	STRATEGIC MANAGEMENT & SUPPORT SERVICES	1.0%





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Finance and Corporate Management Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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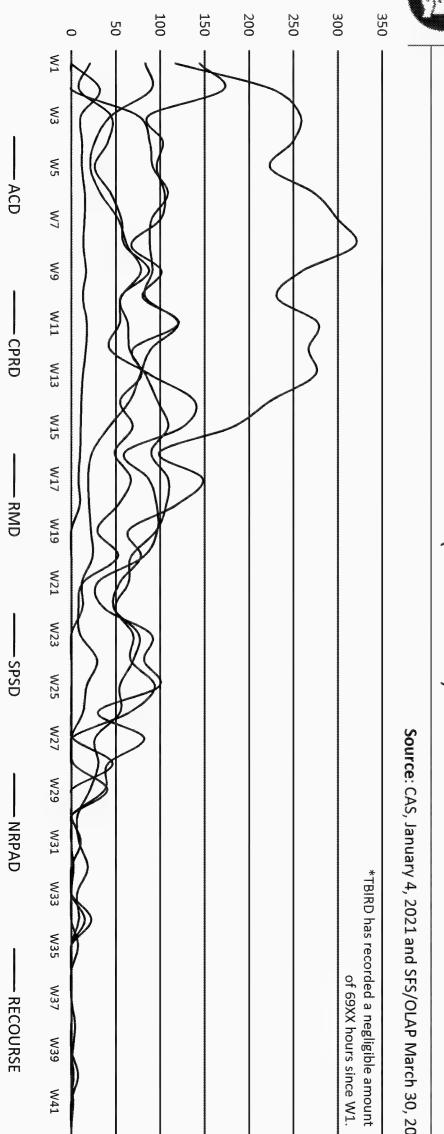
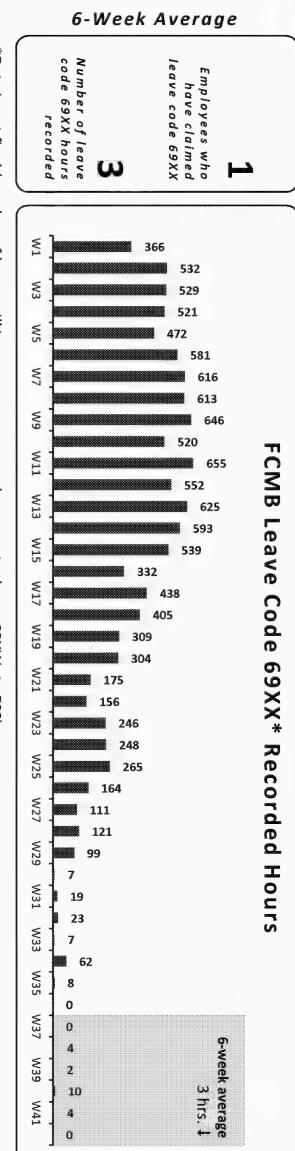
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Leave Code 69XX Utilization and Cost

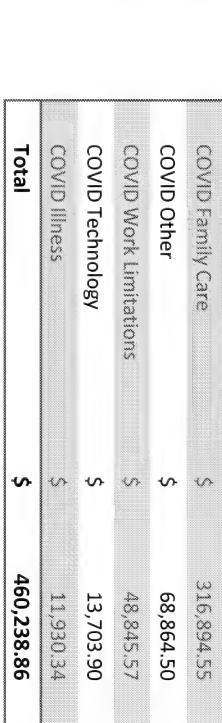


Leave Code 69xx

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



V: FCMB



NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.
NOTE 2: Data is not number of hours will increase as more employees enter leave 69XX into ESS.
NOTE 3: 1 FTE equals 37.5 hours.

*FCMB has recorded a total of 0 hours of work activity 091 since March 14, 2020.

Other Paid Leave Utilization (% of FTEs)

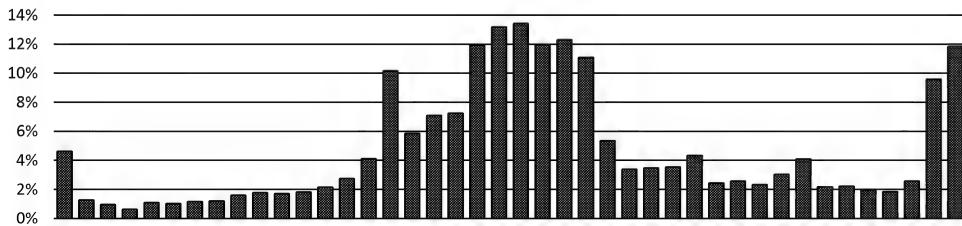
FCMB FTEs: 810.21

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

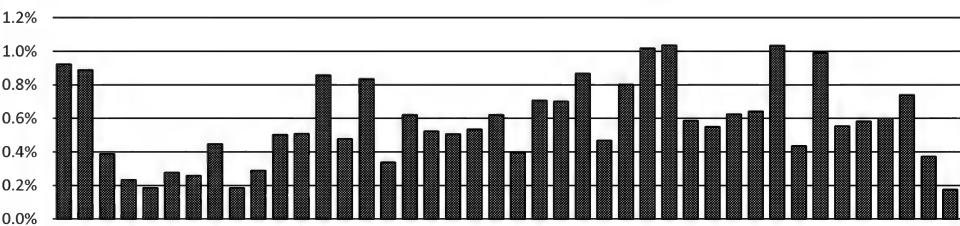


6-Week Average

Vacation Leave in FTEs	2020	2019	Last FY Variance
FCMB – Nov 21 to Jan 1	40.6	58.8	-31.0%

Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



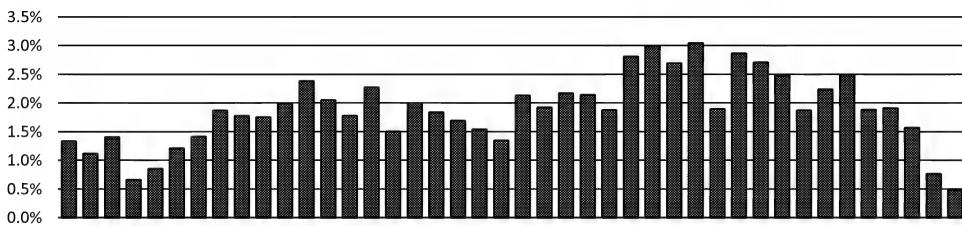
6-Week Average

Family Leave in FTEs	2020	2019	Last FY Variance
FCMB – Nov 21 to Jan 1	4.1	6.6	-38.2%



Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Sick Leave in FTEs	2020	2019	Last FY Variance
FCMB – Nov 21 to Jan 1	12.3	30.0	-59.0%

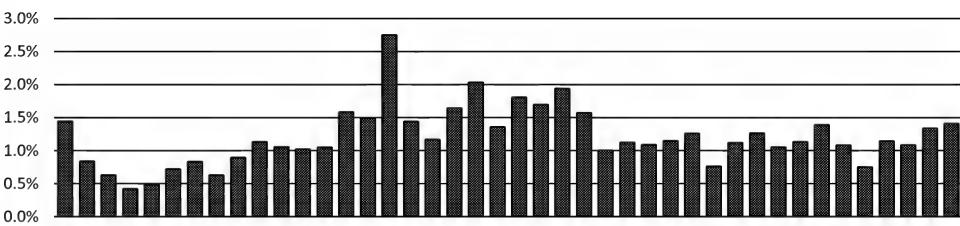
NOTE 1: Students are included in calculation.

NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.

Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

Other Leave in FTEs	2020	2019	Last FY Variance
FCMB – Nov 21 to Jan 1	9.2	17.2	-46.5%

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave

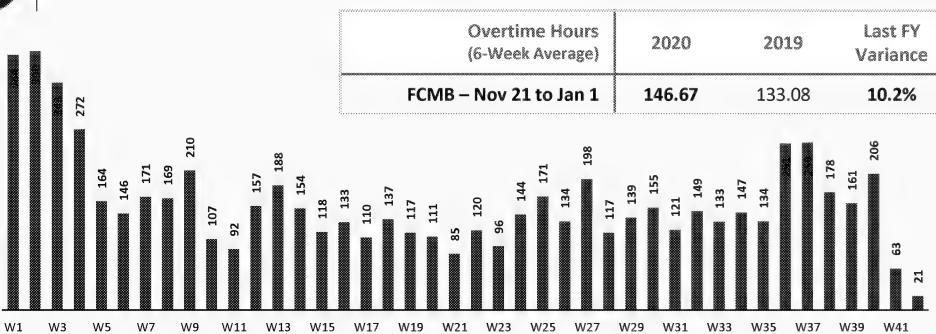


Overtime Usage



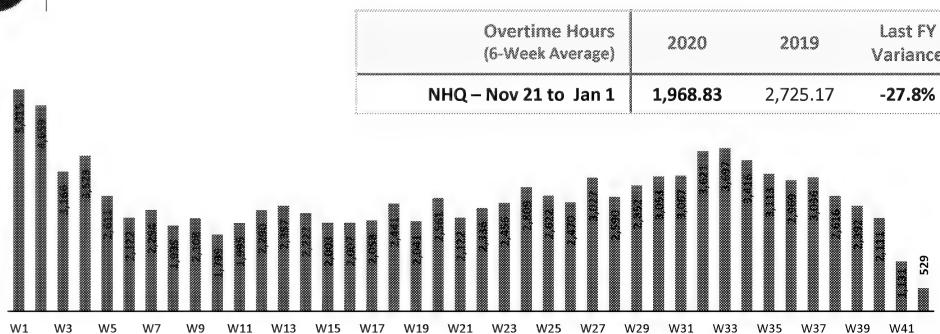
Overtime: FCMB (usage in hours)

Source: CAS, January 4, 2021



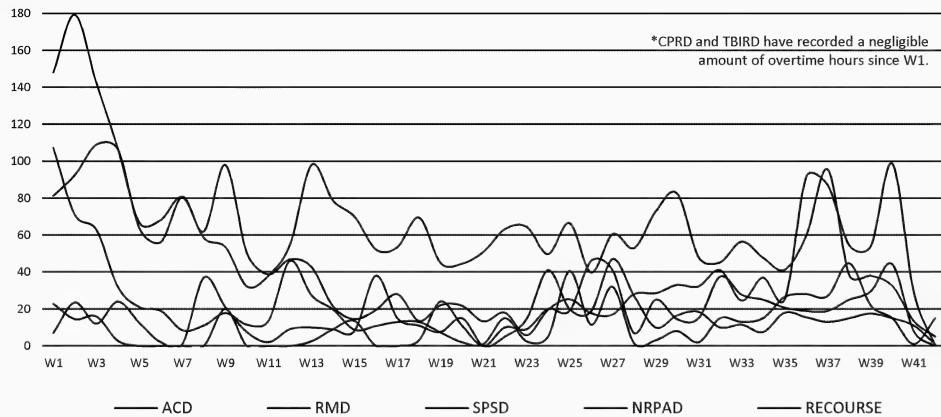
Overtime: NHQ (usage in hours)

Source: CAS, January 4, 2021



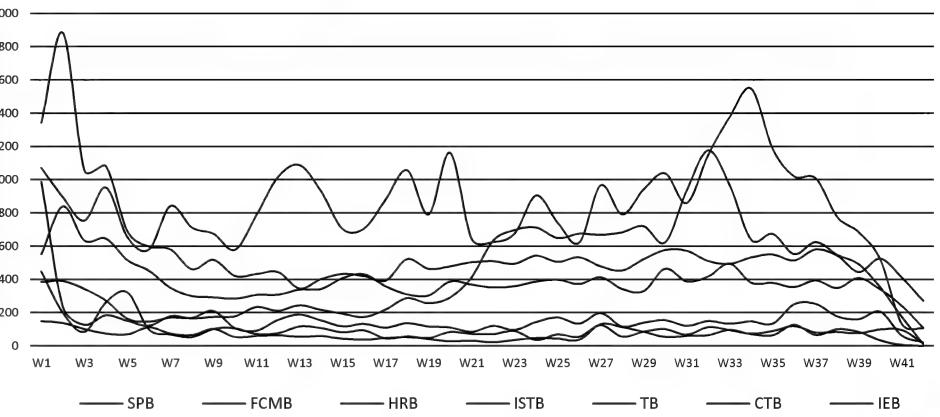
Overtime: Directorate Results (# of hours)

Source: CAS, January 4, 2021



Overtime: Branch Results (# of hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation

NOTE 2: Data is not final, as OT could still be pending input



NHQ and Directorate Level Heat Maps

6-Week Average (TIG) November 24, 2020 to January 15, 2021

Note: Data are calculated on the basis of leave recorded. They are not representative of the number of employees.

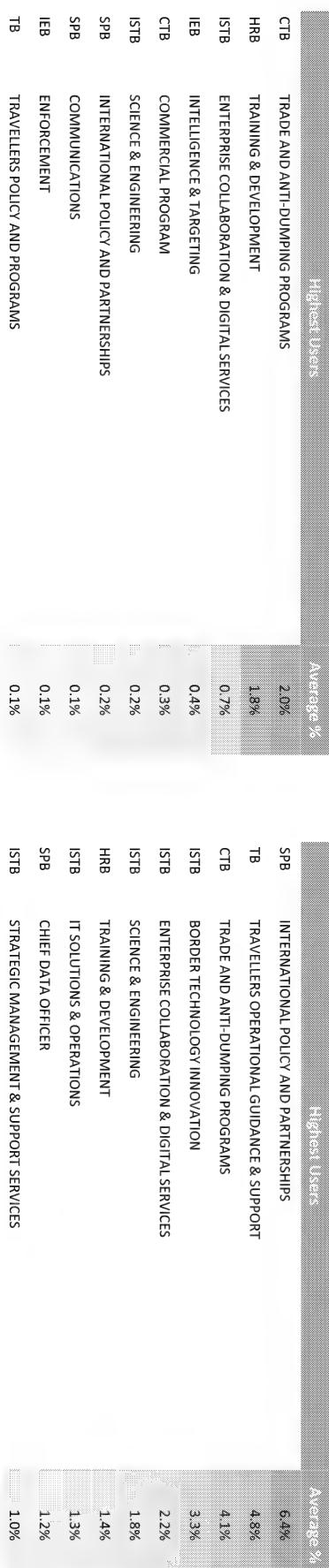
Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

FCMB Heat Map – A look at the previous 6 weeks



NHQ Heat Maps: Top 10 Directorates – A look at the previous 6 weeks

Leave Code 69XX



Overtime



Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



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Strategic Policy Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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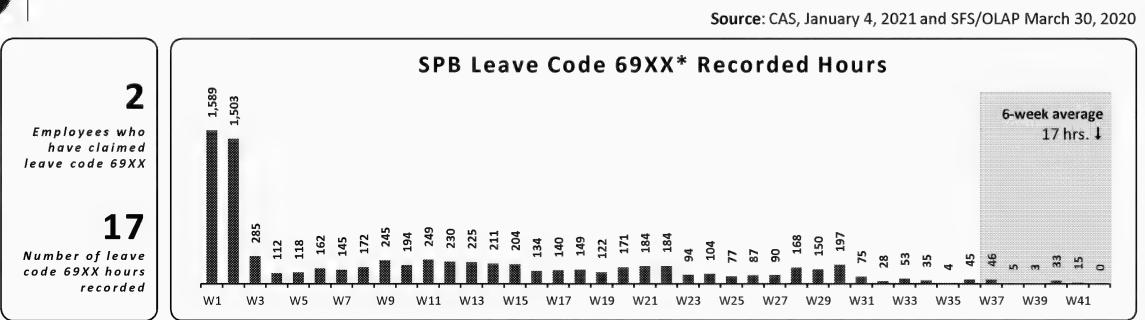
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Leave Code 69XX Utilization and Cost

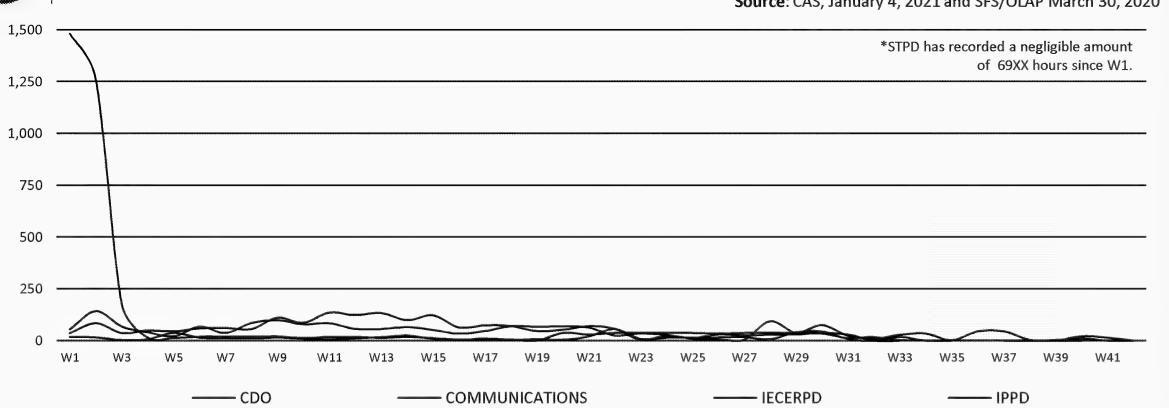
Notice: Based on the number of hours recorded.



Leave Code 69XX



Leave Code 69XX Directorate Results (# of hours)



NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.

NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).

NOTE 3: 1 FTE equals 37.5 hours.

69XX Cost Overview: SPB



Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$734.97 ↓

Last 6 Weeks Average Cost

\$7,969.39

Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Family Care	\$ 174,322.03
COVID Other	\$ 139,267.70
COVID Technology	\$ 11,401.17
COVID Illness	\$ 9,723.30
COVID Work Limitations	\$ 0.00
Total	\$ 334,714.21

69XX 091 TOTAL



*SPB has recorded a total of 0 hours of work activity 091 since March 14, 2020.



Other Paid Leave Utilization (% of FTEs)

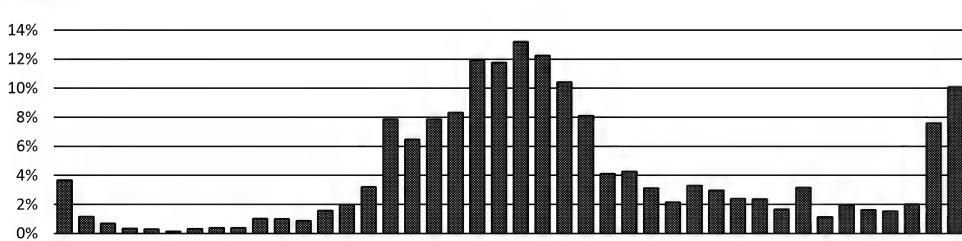
SPB FTEs: 56,311

Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Vacation Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

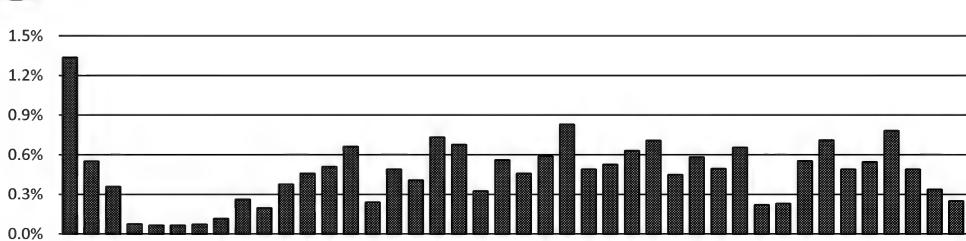


6-Week Average

SPB – Nov 21 to Jan 1	2020	2019	Last FY Variance
SPB – Nov 21 to Jan 1	23.2	44.2	-47.6%

Family Leave (Article 41)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

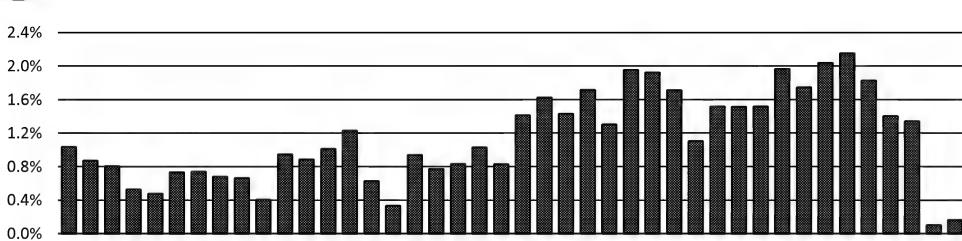


6-Week Average

SPB – Nov 21 to Jan 1	2020	2019	Last FY Variance
SPB – Nov 21 to Jan 1	2.7	3.3	-16.7%

Sick Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

SPB – Nov 21 to Jan 1	2020	2019	Last FY Variance
SPB – Nov 21 to Jan 1	6.5	12.7	-48.4%

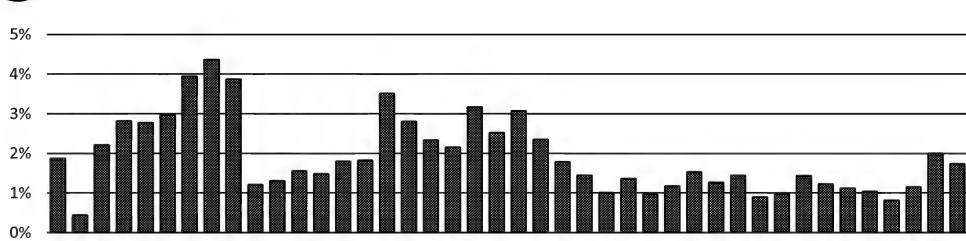
NOTE 1: Students are included in calculation.

NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.

Other Leave

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



6-Week Average

SPB – Nov 21 to Jan 1	2020	2019	Last FY Variance
SPB – Nov 21 to Jan 1	7.4	11.2	-34.4%

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave

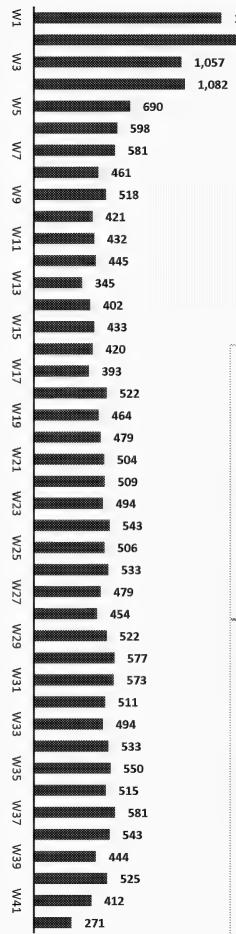


Overtime Usage

Overtime: SPB (usage in hours)

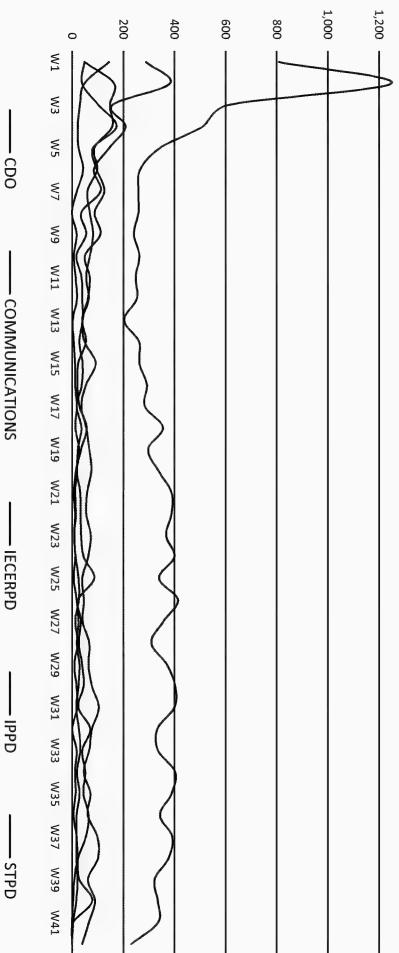
Source: CAS, January 4, 2021

	Overtime Hours (6-Week Average)	Last FY		
		2020	2019	Variance
SPB – Nov 21 to Jan 1	462.50	364.98	26.7%	



Overtime: Directorate Results (# of hours)

Source: CAS, January 4, 2021



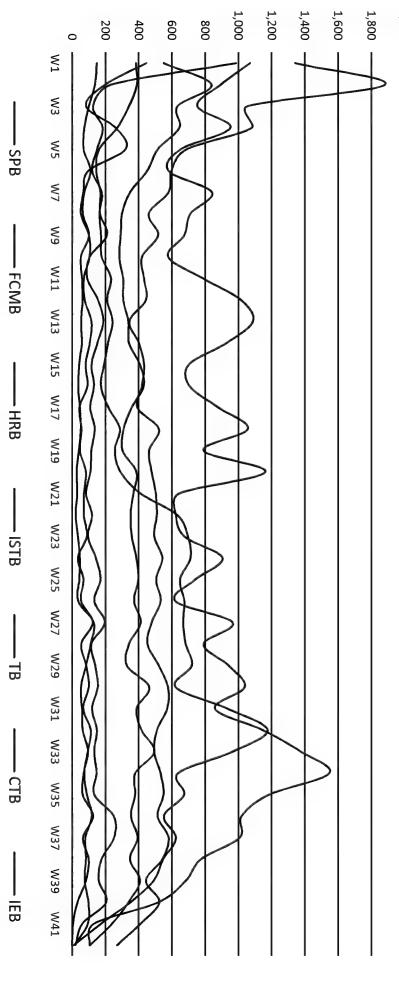
Overtime: NHQ (usage in hours)

Source: CAS, January 4, 2021

	Overtime Hours (6-Week Average)	Last FY		
		2020	2019	Variance
NHQ – Nov 21 to Jan 1	1,968.83	2,725.17	-27.8%	

Overtime: Branch Results (# of hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation.
NOTE 2: Data is not final, as OT could still be pending input.

NHQ and Directorate Level Heat Maps

6-Week Average (FTE): November 21, 2020 to January 1, 2021

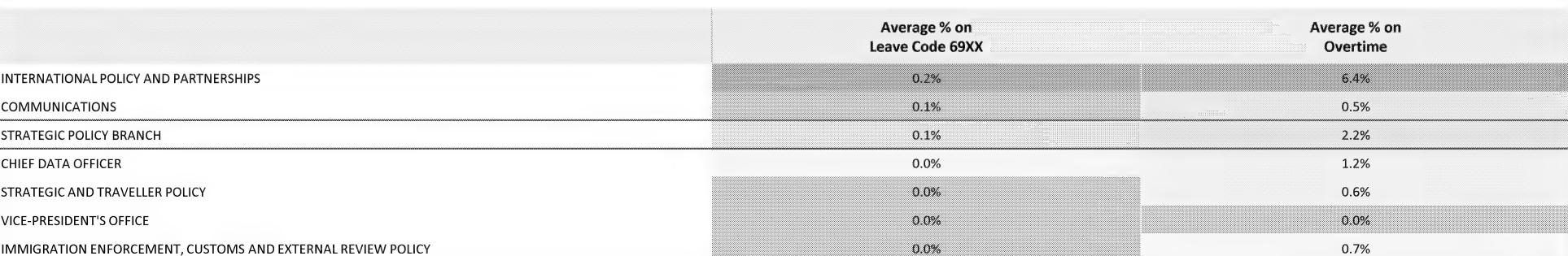
Notice: FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



SPB Heat Map – A look at the previous 6 weeks



NHQ Heat Maps: Top 10 Directorates – A look at the previous 6 weeks

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Leave Code 69XX

Highest Users		Average %
CTB	TRADE AND ANTI-DUMPING PROGRAMS	2.0%
HRB	TRAINING & DEVELOPMENT	1.8%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	0.7%
IEB	INTELLIGENCE & TARGETING	0.4%
CTB	COMMERCIAL PROGRAM	0.3%
ISTB	SCIENCE & ENGINEERING	0.2%
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	0.2%
SPB	COMMUNICATIONS	0.1%
IEB	ENFORCEMENT	0.1%
TB	TRAVELLERS POLICY AND PROGRAMS	0.1%

Overtime

Highest Users		Average %
SPB	INTERNATIONAL POLICY AND PARTNERSHIPS	6.4%
TB	TRAVELLERS OPERATIONAL GUIDANCE & SUPPORT	4.8%
CTB	TRADE AND ANTI-DUMPING PROGRAMS	4.1%
ISTB	BORDER TECHNOLOGY INNOVATION	3.3%
ISTB	ENTERPRISE COLLABORATION & DIGITAL SERVICES	2.2%
ISTB	SCIENCE & ENGINEERING	1.8%
HRB	TRAINING & DEVELOPMENT	1.4%
ISTB	IT SOLUTIONS & OPERATIONS	1.3%
SPB	CHIEF DATA OFFICER	1.2%
ISTB	STRATEGIC MANAGEMENT & SUPPORT SERVICES	1.0%





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Human Resources Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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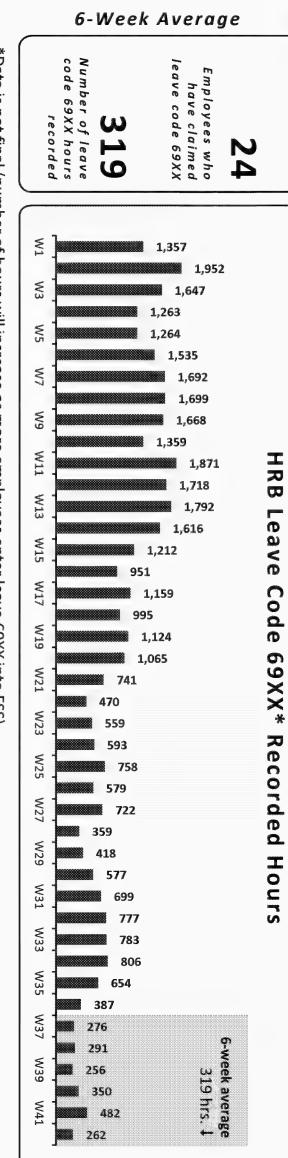
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Leave Code 69XX Utilization and Cost

Leave Code 69XX

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



69XX Cost Overview: HRB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

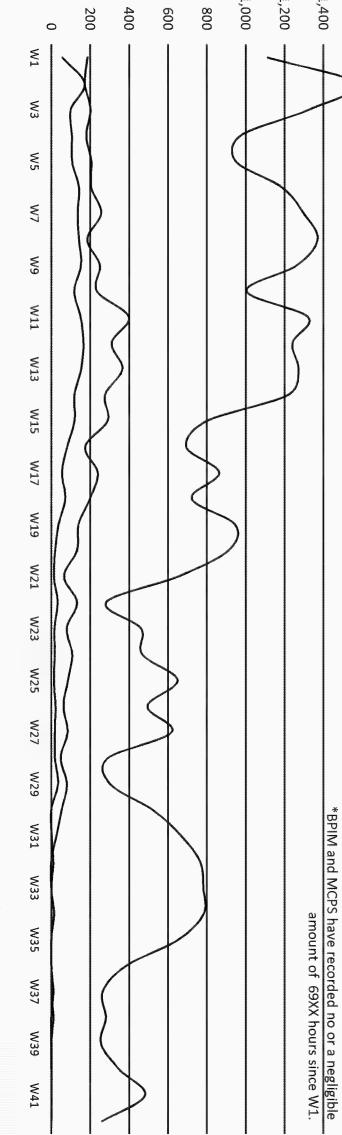
\$11,143.28 ↓
Last 6 Weeks Average Cost
\$37,159.92
Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Illness	\$ 546,250.77
COVID Family Care	\$ 390,179.12
COVID Technology	\$ 234,107.47
COVID Other	\$ 234,107.47
COVID Work Limitations	\$ 156,071.65
Total	\$ 1,560,716.50

69XX **091** **TOTAL**



$$\begin{array}{r} \$1.5M \\ + \\ \$30.0k \\ = \\ \$1.6M \end{array}$$

\$1,590,624.81

NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.
NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).
NOTE 3: 1 FTE equals 37.5 hours.

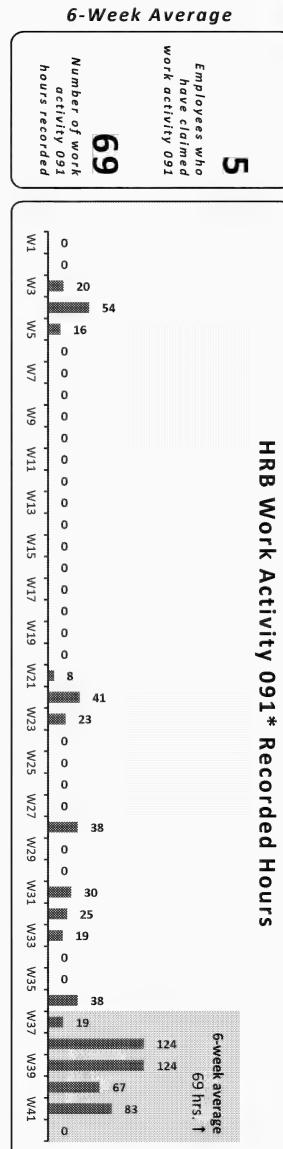
*HRB has also recorded a total of \$29,908.31 of work activity 091 since March 14, 2020.

Work Activity 091 Utilization and Cost

Notes: Based on the number of hours recorded.

Work Activity 091 (Employee Health Protection – EHP)

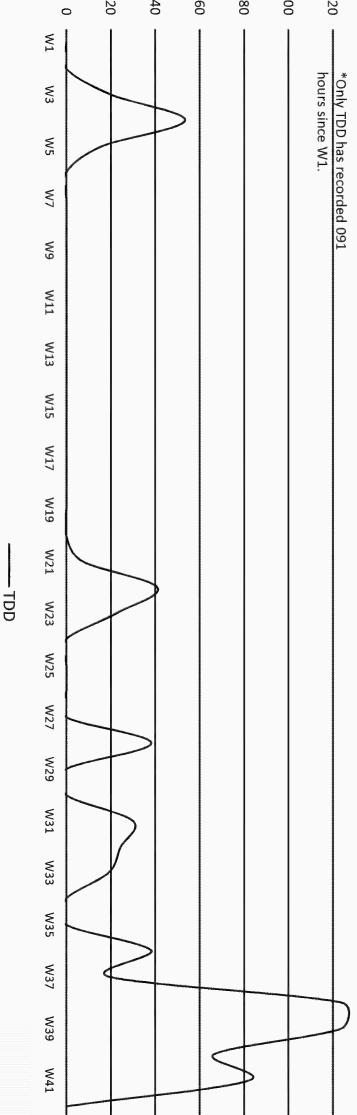
Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



*Data is not final (number of hours will increase as more employees enter leave 091 into ESS)

Work Activity 091 Directorate Results (# of hours)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



091 Cost Overview: HRB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

\$2,994.83 ↑
Last 6 Weeks Average Cost
\$712.10
Weekly Average since March 14, 2020

091 Total Cost

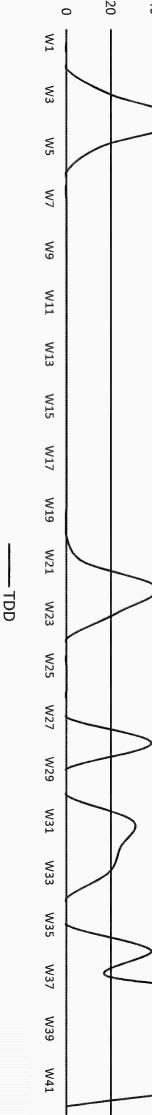
Since March 14, 2020

\$29,908.31

Work Activity 091 Total Cost
since March 14, 2020

Work Activity 091 Directorate Results (# of hours)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



$$\begin{array}{r} \$1.5k \\ + \\ \$30.0k \\ = \\ \$1.6M \end{array}$$

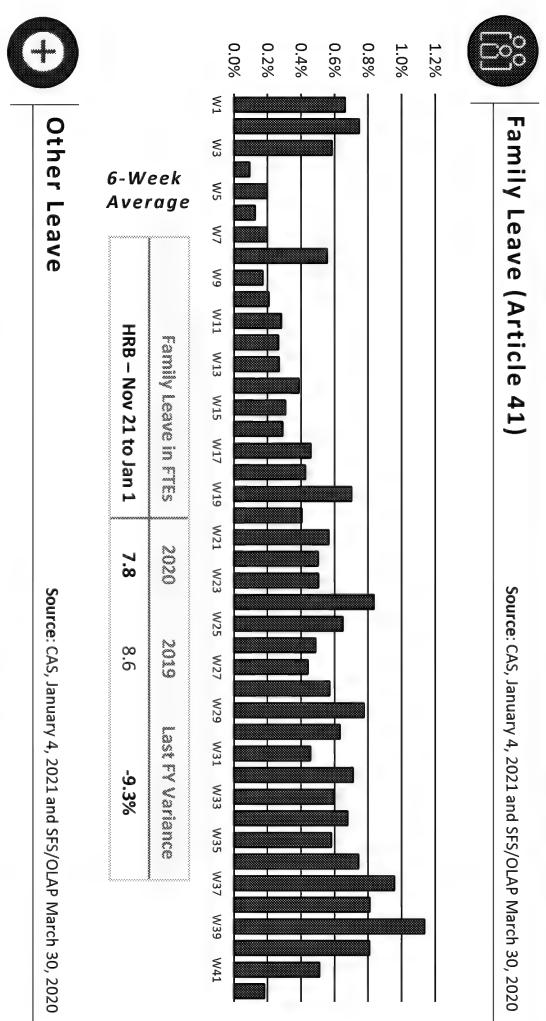
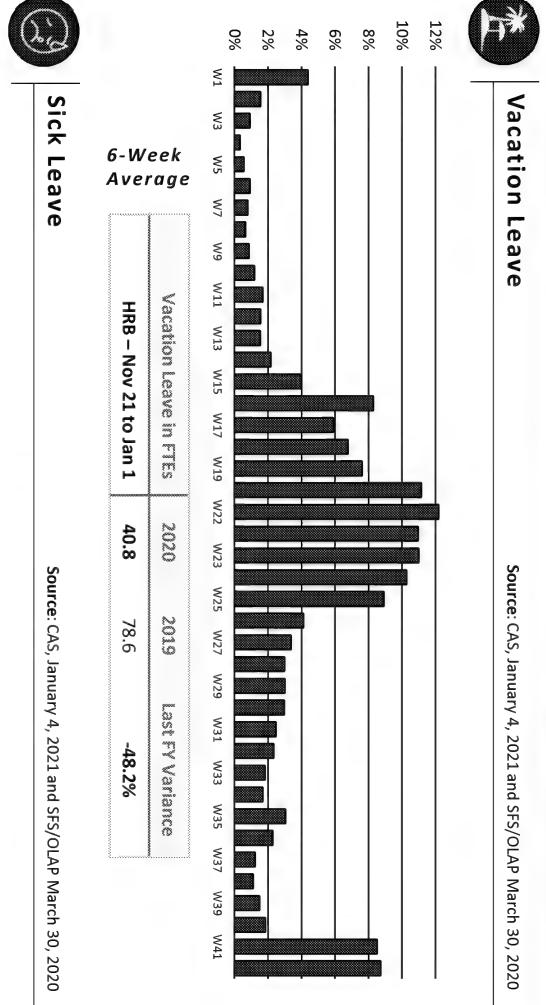
\$1,590,624.81

NOTE 1: Regular Work Activity 091 is all 091 entered in the system (approved or not) that has not been rejected or cancelled.
 NOTE 2: Overtime Work Activity 091 is all 091 entered in the system that has been approved.
 NOTE 3: Data is not final (number of hours will increase as more employees enter work activity 091 into ESS).
 NOTE 4: 1 FTE equals 37.5 hours.

*HRB has also recorded a total of \$1,560,716.50 of leave code 69XX since March 14, 2020.

Other Paid Leave Utilization (% of FTEs)

Note: All data are calculated on the basis of hours recorded. They are not representative of the number of employees.



NOTE 1: Students are included in calculation.
NOTE 2: 1 FTE equals 37.5 hours.
NOTE 3: Data is not final, as leave could still be pending input.

*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave

Overtime Usage

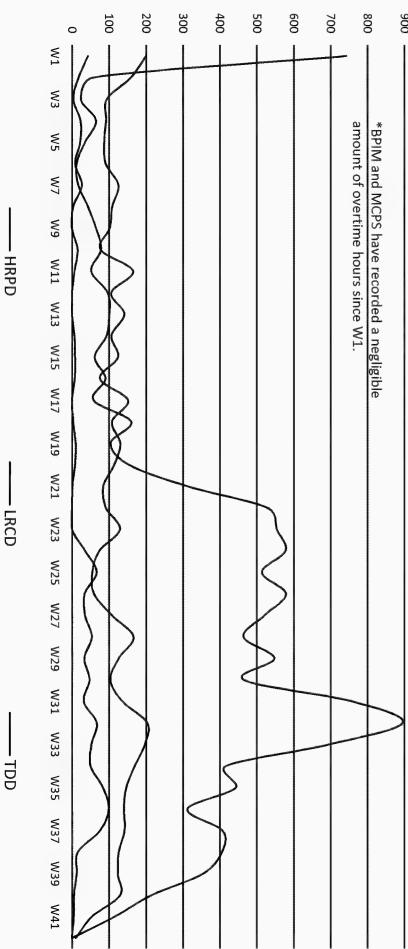
Overtime: HRB (usage in hours)

Source: CAS, January 4, 2021

	Overtime Hours (6-Week Average)	2020	2019	Last FY Variance
HRB - Nov 21 to Jan 1	366.63	532.21	-	-31.1%

Overtime: Directorate Results (# of hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation.
NOTE 2: Data is not final, as OT could still be pending input.

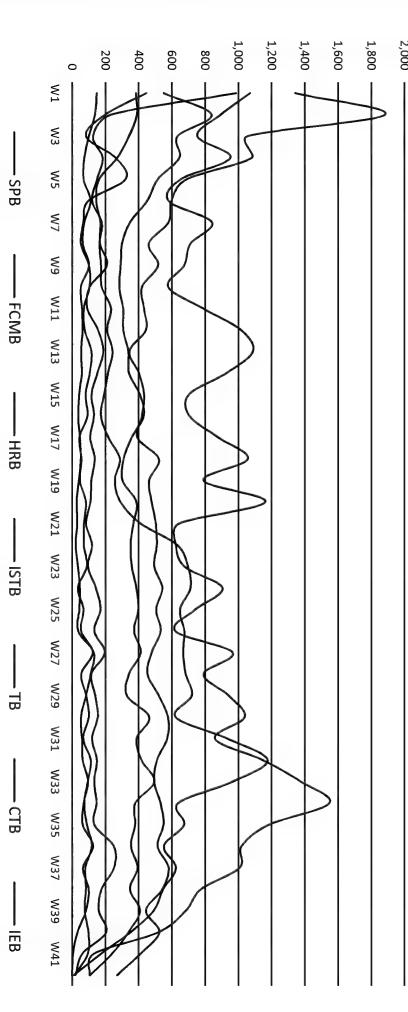
Overtime: NHQ (usage in hours)

Source: CAS, January 4, 2021

	Overtime Hours (6-Week Average)	2020	2019	Last FY Variance
NHQ - Nov 21 to Jan 1	1,968.83	2,725.17	-	-27.8%

Overtime: Branch Results (# of hours)

Source: CAS, January 4, 2021



NOTE 1: Students are not included in calculation.
NOTE 2: Data is not final, as OT could still be pending input.

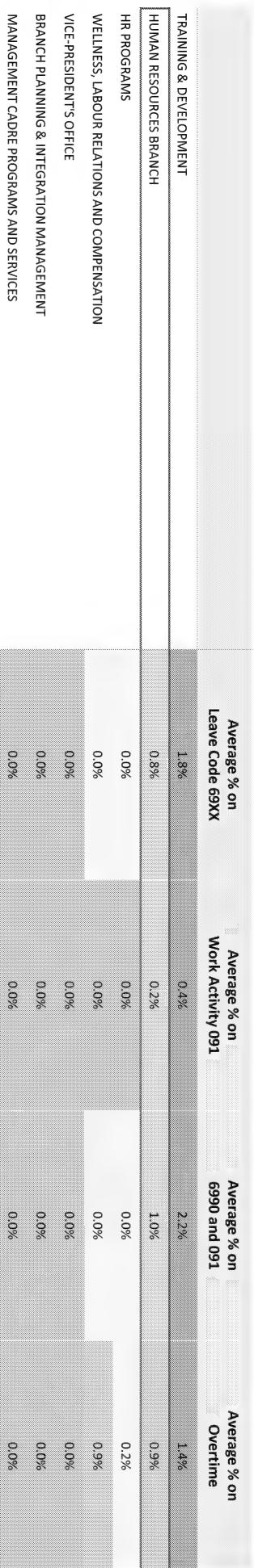
NHQ and Directorate Level Heat Maps

6-Week Average (TIG) November 24, 2020 to January 15, 2021

Note: Data are calculated on the basis of leave recorded. They are not representative of the number of employees.

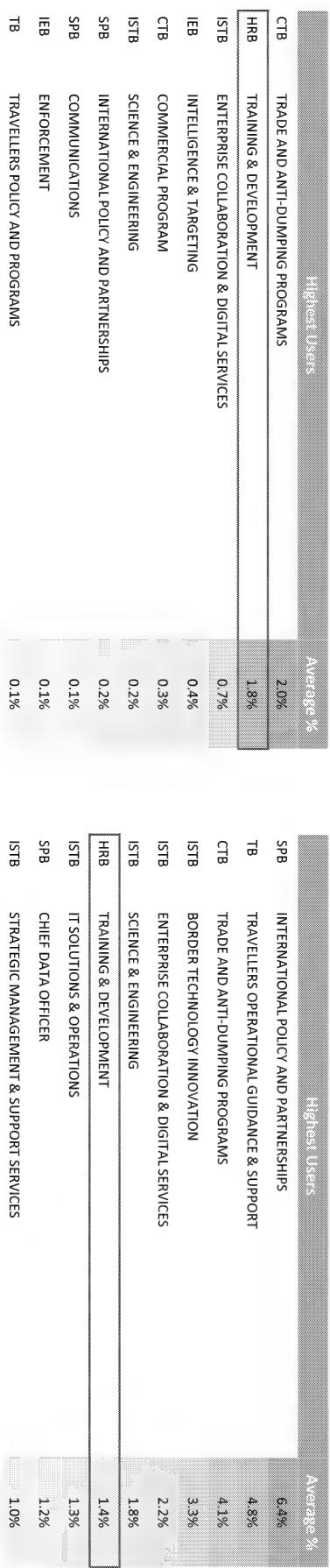
Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

HRB Heat Map – A look at the previous 6 weeks

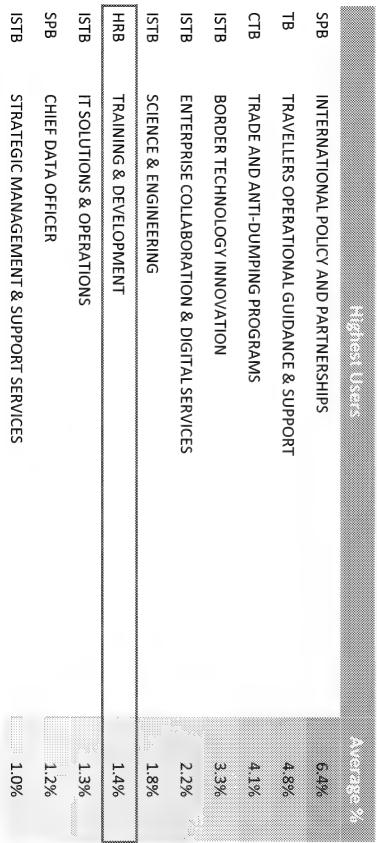


NHQ Heat Maps: Top 10 Directorates – A look at the previous 6 weeks

Leave Code 69XX



Overtime



Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



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Travellers Branch

Leave Reporting Update (COVID-19)

Reporting Period: March 14, 2020 to January 1, 2021

Last updated: January 6, 2021

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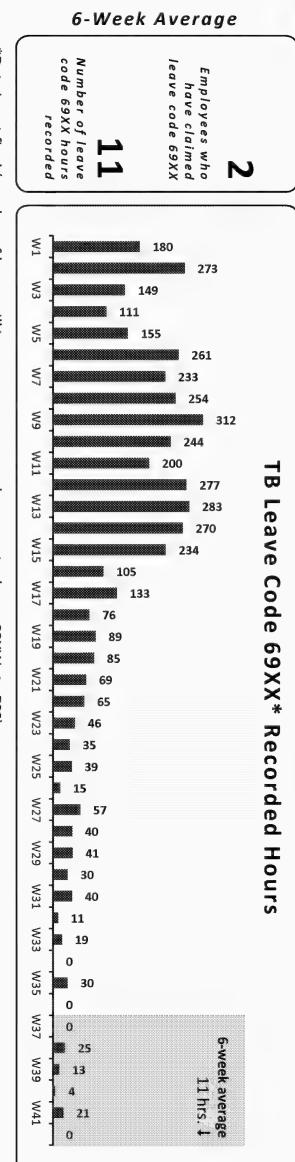
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Leave Code 69XX Utilization and Cost

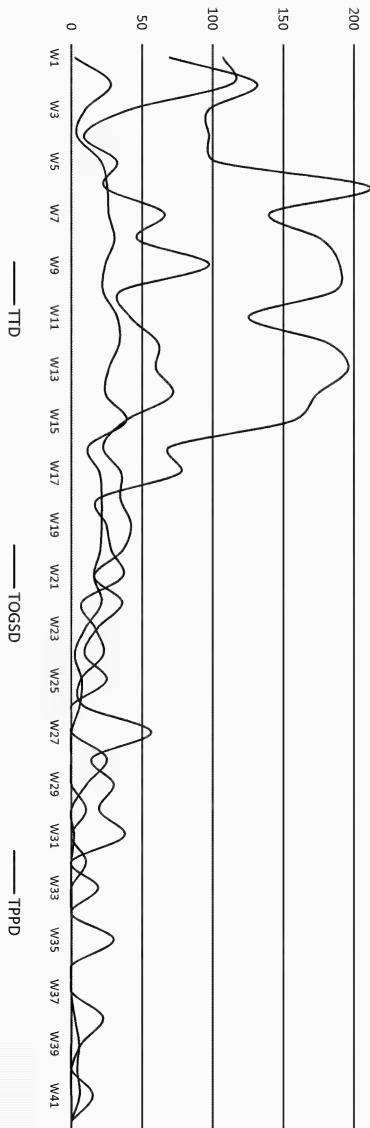
Leave Code 69XX

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



Leave Code 69XX Directorate Results (# of hours)

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020



69XX Cost Overview: TB

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Weekly 69XX Average Costs

\$495.81 ↓
Last 6 Weeks Average Cost
Weekly Average since March 14, 2020

69XX Cost Breakdown

Since March 14, 2020

COVID Family Care	\$ 150,937.05
COVID Other	\$ 31,864.17
COVID Technology	\$ 11,823.27
COVID Illness	\$ 5,385.41
COVID Work Limitations	\$ 2,353.22
Total	\$ 202,361.12

69XX + **091** = **TOTAL**

\$202.3k + **\$0.00** = **\$202.3k**
\$202,361.12

NOTE 1: Leave 69XX is all leave entered in the system (approved or not) that has not been rejected or cancelled.
NOTE 2: Data is not final (number of hours will increase as more employees enter leave 69XX into ESS).
NOTE 3: 1 FTE equals 37.5 hours.

*TB has recorded a total of 0 hours of work activity 091 since March 14, 2020.

Other Paid Leave Utilization (% of FTEs)

Note: All FTEs are calculated on the basis of hours recorded. They are not representative of the number of employees.



6-Week Average		
Sick Leave in FTEs	2020	2019
TB - Nov 21 to Jan 1	8.6	17.4

NOTE 1: Students are included in calculation.

NOTE 2: 1 FTE equals 37.5 hours.

NOTE 3: Data is not final, as leave could still be pending input.

6-Week Average		
Other Leave in FTEs	2020	2019
TB - Nov 21 to Jan 1	6.6	7.7

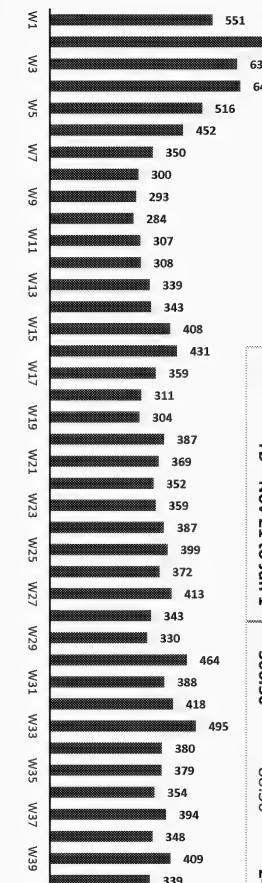
*Other Types of Leave: Personal, compensatory, lieu day refused, bereavement, injury on duty, volunteer, medical appointments, union business, one-time vacation leave, other paid leave, no statutory holiday leave

Overtime Usage

Overtime: TB (usage in hours)

Source: CAS, January 4, 2021

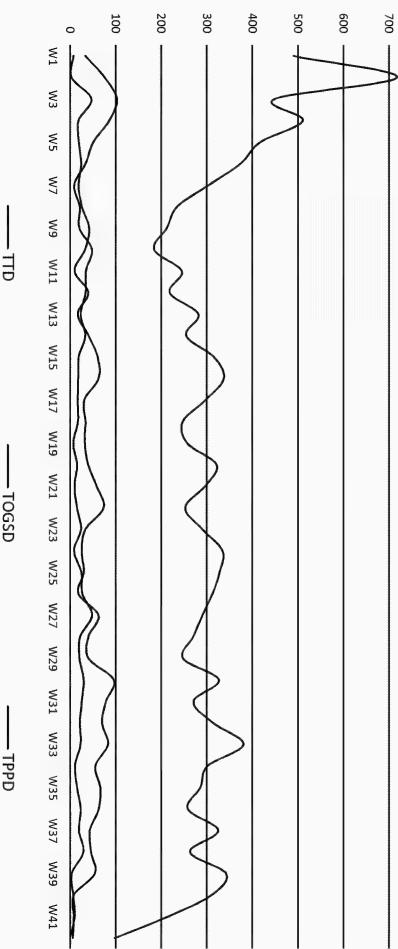
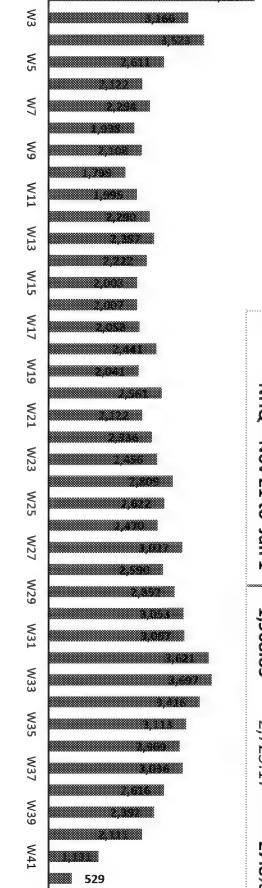
Overtime Hours (6-Week Average)	Last FY		
	2020	2019	Variance
TB - Nov 21 to Jan 1	306.50	88.50	246.3%



Overtime: NHQ (usage in hours)

Source: CAS, January 4, 2021

Overtime Hours (6-Week Average)	Last FY		
	2020	2019	Variance
NHQ - Nov 21 to Jan 1	1,968.83	2,725.17	-27.8%



NOTE 1: Students are not included in calculation.

NOTE 2: Data is not final, as OT could still be pending input.

NHQ and Directorate Level Heat Maps

6-Week Average (TBS) November 29, 2020 to January 15, 2021

Note: Data are calculated on the basis of leave recorded. They are not representative of the number of employees.

Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

TB Heat Map – A look at the previous 6 weeks

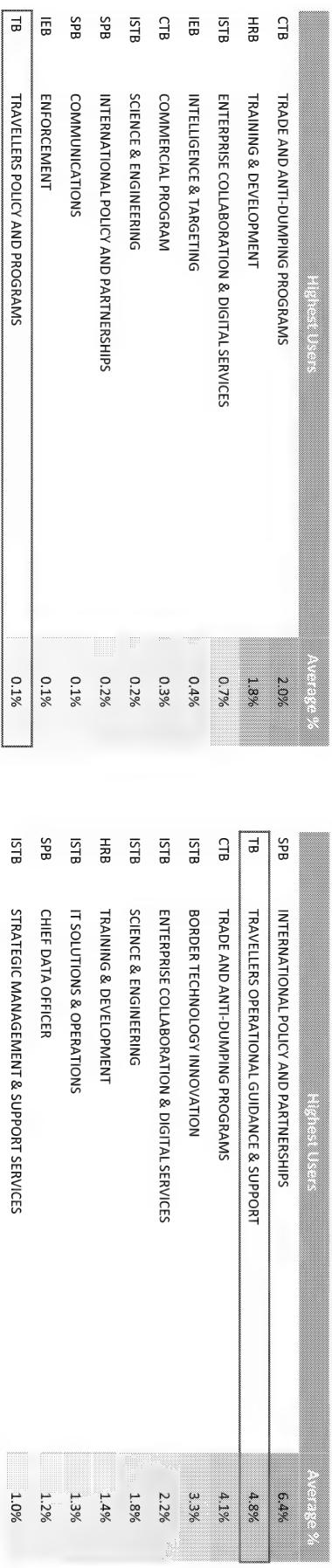


NHQ Heat Maps: Top 10 Directorates – A look at the previous 6 weeks

Leave Code 69XX



Overtime



Source: CAS, January 4, 2021 and SFS/OLAP March 30, 2020

Indeterminate Employees with Vacation Balances over 262.5 hours by Branch/Region - Ma

Branch / Region	March 2020				March	
	Over 262.5	262.5 or under	Grand Total	% over 262.5	Over 262.5	262.5 or under
Atlantic	86	593	679	12.7%	110	572
Quebec	150	1,793	1,943	7.7%	271	1,658
NOR	94	526	620	15.2%	128	497
GTA	224	1,848	2,072	10.8%	396	1,653
SOR	117	1,469	1,586	7.4%	196	1,389
Prairie	115	1,028	1,143	10.1%	174	932
Pacific	245	1,572	1,817	13.5%	342	1,466
Regions	1,031	8,829	9,860	10.5%	1,617	8,167
President's Office	2	18	20	10.0%	3	16
IA&PE	6	54	60	10.0%	6	50
CARM	5	25	30	16.7%	7	22
Transformation	5	18	23	21.7%	8	26
Strategic Policy	73	363	436	16.7%	135	383
Finance	96	608	704	13.6%	187	579
HR	152	765	917	16.6%	213	751
Technology	210	723	933	22.5%	316	693
Travellers	49	220	269	18.2%	96	283
Commercial	81	365	446	18.2%	131	363
Intelligence	102	698	800	12.8%	135	582
NHQ	781	3,857	4,638	16.8%	1,237	3,748
Grand Total	1,812	12,686	14,498	12.5%	2,854	11,915
Frontline	853	7,336	8,189	10.4%	1,344	6,786
Non-Frontline	959	5,350	6,309	15.2%	1,510	5,129

March 2020 v. March 2021

Mar 2021		% Difference - Feb 2021 v Feb 2020
Grand Total	% over 262.5	
682	16.1%	3.5%
1,929	14.0%	6.3%
625	20.5%	5.3%
2,049	19.3%	8.5%
1,585	12.4%	5.0%
1,106	15.7%	5.7%
1,808	18.9%	5.4%
9,784	16.5%	6.1%
19	15.8%	5.8%
56	10.7%	0.7%
29	24.1%	7.5%
34	23.5%	1.8%
518	26.1%	9.3%
766	24.4%	10.8%
964	22.1%	5.5%
1,009	31.3%	8.8%
379	25.3%	7.1%
494	26.5%	8.4%
717	18.8%	6.1%
4,985	24.8%	8.0%
14,769	19.3%	6.8%
8,130	16.5%	6.1%
6,639	22.7%	7.5%



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Leave Balance Liability Analysis

Reporting Period: May 1, 2019 to May 1, 2021

Presentation to One|HR, May 26, 2021

Human Resources Branch

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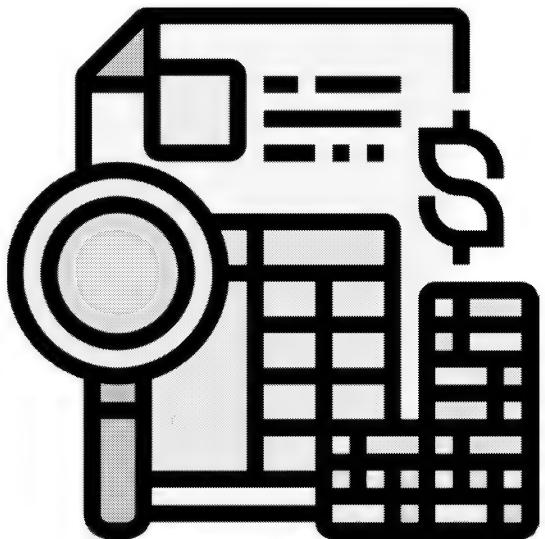
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Objective

- To provide management with data on the Agency's current leave liability situation.
- To provide guidance on how to manage leave.



Background



- The Treasury Board of Canada Secretariat (TBS) and bargaining agents reached an agreement to suspend **automatic cash-out of vacation and compensatory leave** (unless requested by the employee) **as of fiscal year 2017-2018**.
- Should this agreement **not be extended**, cash-out exercises which allows for the carry-over of vacation leave and compensatory leave (in excess of the amounts specified in applicable collective agreements) **may resume as early as March 2022**.
- Recognizing the financial impact of resuming the cash out exercise, TBS has engaged federal organizations and will provide **further direction** on how to manage the excessive leave balances across the Public Service.
- In the interim, the CBSA will communicate guidance to ensure **the financial liability associated with these leave balances is not further increased**.

Note: In terms of collective agreement leave administration provisions, any remaining **Phoenix Damages Leave** entitlements (if relevant) forms part of an employee's **overall earned and accumulated vacation leave balance**.



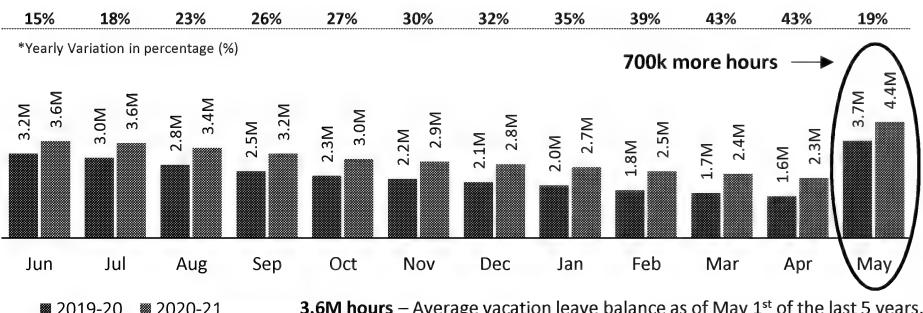
Agency Overview

Source: TAS, May 4, 2021



Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)

Data as of the **FIRST** day of each month



3.6M hours – Average vacation leave balance as of May 1st of the last 5 years.

CBSA's Cash Out Liability Scenarios

Current Liability – No More Vacation Leave Taken

3 More Weeks of Vacation Leave Taken

4 More Weeks of Vacation Leave Taken

\$51.7M

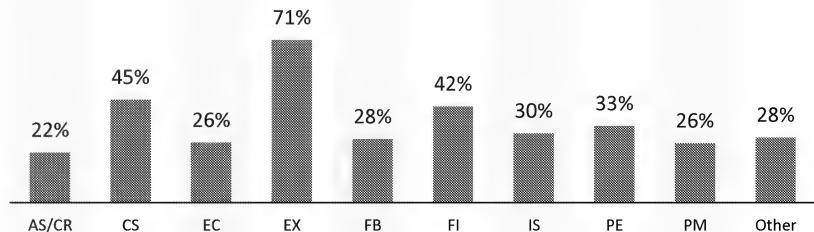
\$21.3M

\$14.9M

Key Takeaways

- Agency vacation leave liability has increased **an additional 700K hours since last year**
- These values are approximately **20% higher than our five-year historical average**
- Cash out for this liability could impact divisional budget management thresholds (+/- 3% requirement)
- Currently, half of the agencies employees are eligible for cash-out next year:** occupational groups with excess of 10 weeks vacation leave balance include EX (71%) and CS (45%)

Vacation Leave Balance of 10 weeks or more (by occupational group)



10 weeks or more 484 289 80 141 2,811 92 30 104 34 75

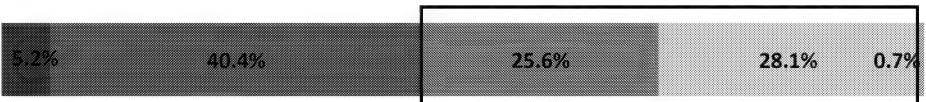
Less than 10 weeks 1,748 359 228 59 7,392 129 70 209 98 191

Total employees 2,232 648 308 200 10,203 221 100 313 132 266

*Other: Takes into account all other occupational groups not mentioned in the graph

Vacation Leave Balance Groups (in percentage)

■ Less than 3 weeks ■ 3 to 7 weeks ■ 7 to 10 weeks ■ 10 weeks or more ■ Negative Balance



54% of employees have more than **7 weeks** of vacation leave balance

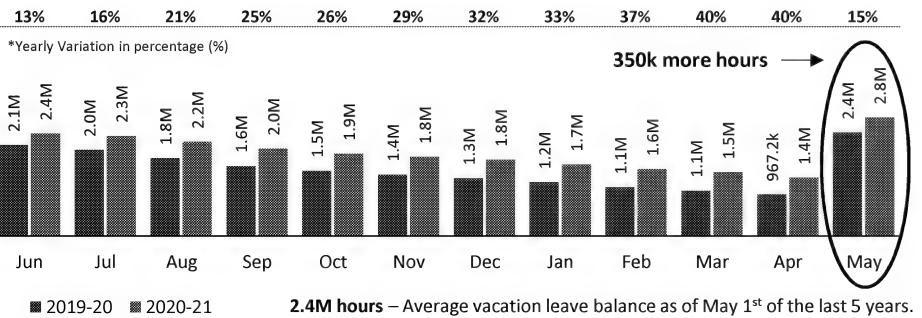
Regional Overview

Source: TAS, May 4, 2021



Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)

Data as of the **FIRST** day of each month



7.6 weeks

Average vacation leave balance per regional employee

10.3 weeks

Average vacation balance of employees who have at least 7 weeks of vacation

12.1 weeks

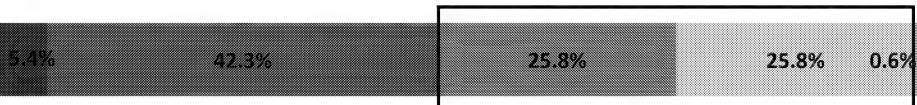
Average vacation balance of employees who have at least 10 weeks of vacation

Vacation Leave Balance of 10 weeks of more (by region)

Region	Less than 3 weeks	3 to 7 weeks	7 to 10 weeks	10 weeks or more	Total				
GTA	93	4.6%	643	32.0%	594	29.5%	682	33.9%	2,012
NOR	23	3.7%	255	40.9%	165	26.4%	181	29.0%	624
PRA	57	5.2%	462	42.5%	268	24.7%	299	27.5%	1,086
ATL	25	3.7%	272	40.0%	198	29.1%	185	27.2%	680
PAC	135	7.6%	725	40.7%	463	26.0%	460	25.8%	1,783
QC	80	4.2%	945	50.1%	468	24.8%	395	20.9%	1,888
SOR	109	6.9%	808	51.3%	352	22.3%	307	19.5%	1,576
Total	522	5.4%	4,110	42.6%	2,508	26.0%	2,509	26.0%	9,649

Vacation Leave Balance Groups (in percentage)

■ Less than 3 weeks ■ 3 to 7 weeks ■ 7 to 10 weeks ■ 10 weeks or more ■ Negative Balance



52% of employees have more than **7 weeks** of vacation leave balance

Key Takeaways

- Vacation leave balance is 2.8M hours → **350k more hours than last year** and approximately **15% above its 5-year historical average**
- Average vacation balance per regional employee = 7.6 weeks, and more than half of regional employees have more than 7 weeks of vacation
- 1 in 4 regional employees have more than 10 weeks of vacation leave**, with the average having 12 weeks, therefore needing to take at least 5 weeks to meet the cash out threshold of 7 weeks (262.5 hrs) as per the collective agreement

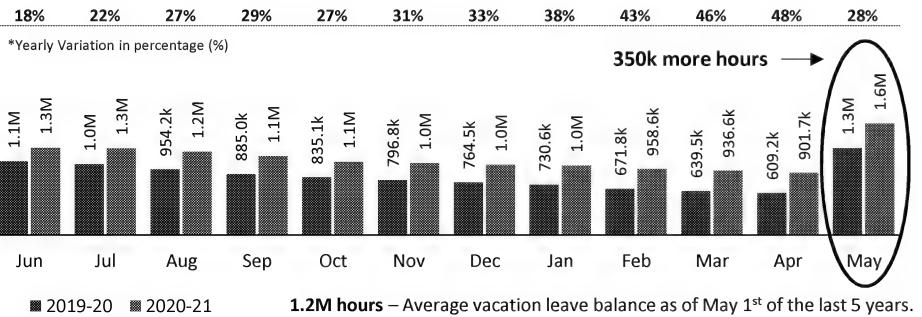
National Headquarters (NHQ) Overview

Source: TAS, May 4, 2021



Vacation Leave Balance: 2019-20 vs 2020-21 (in hours)

Data as of the **FIRST** day of each month



8.6 weeks

Average vacation leave balance per NHQ employee

11.5 weeks

Average vacation balance of employees who have at least 7 weeks of vacation

13.9 weeks

Average vacation balance of employees who have at least 10 weeks of vacation

Key Takeaways

- Vacation leave balance is 1.6M hours → **350k more hours than last year and 29% above the five year historical average**
- The cash-out liability risk at HQ is higher than that of the regions:
 - Avg leave per HQ employee is 8.6 weeks
 - **58% of all HQ employees have 7+ weeks** of vacation in their balance
 - This represents an imminent liability for next year as **1 in 3 HQ employees have more than 10 weeks of vacation leave**, with notably higher ratios in ISTB and CTB.

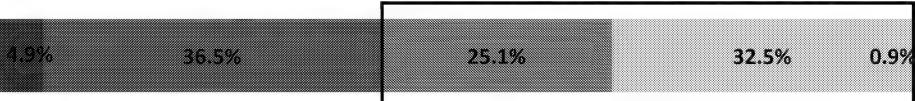
Vacation Leave Balance of 10 weeks of more (by region)

Branch	Less than 3 weeks	3 to 7 weeks	7 to 10 weeks	10 weeks or more	Total				
ISTB	35	3.4%	330	32.5%	256	25.2%	395	38.9%	1,016
CTB	19	3.6%	168	32.2%	141	27.0%	194	37.2%	522
TB	16	4.2%	127	33.4%	108	28.4%	129	33.9%	380
SPB	26	5.0%	198	37.9%	124	23.8%	174	33.3%	767
FCMB	42	5.5%	297	38.7%	184	24.0%	244	31.8%	767
HRB	59	6.1%	386	40.2%	232	24.1%	284	29.6%	961
IEB	42	6.0%	276	39.5%	191	27.3%	190	27.2%	699
Other	9	8.3%	53	49.1%	25	23.1%	21	19.4%	108
Total	248	5.0%	1,835	36.9%	1,261	25.3%	1,631	32.8%	4,975

* Other: Data for CTOB, IAPED and President's Office has been combined.

Vacation Leave Balance Groups (in percentage)

■ Less than 3 weeks ■ 3 to 7 weeks ■ 7 to 10 weeks ■ 10 weeks or more ■ Negative Balance



58% of employees have more than **7 weeks** of vacation leave balance

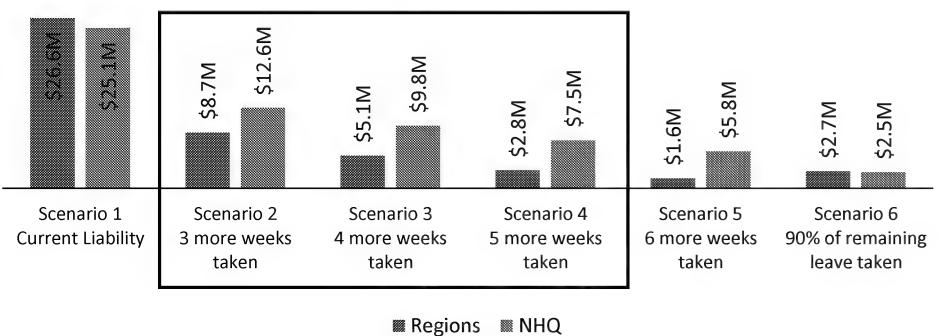
Agency Cash Out Liability Scenarios

Source: TAS, May 4, 2021



Vacation Leave Cash Out Liability Scenarios (Regions vs NHQ)

Most likely land within this range



Vacation Leave Cash Out Liability Scenarios (by region and branch)

Based on # of vacation weeks used

Region/ Branch	Scenario 1 Current Liability	Scenario 2 3 Weeks	Scenario 3 4 Weeks	Scenario 4 5 Weeks	Scenario 5 6 Weeks	Scenario 6 90%
GTAR	\$6.9M	\$2.2M	\$1.2M	\$569.6k	\$256.9k	\$687.3k
PAC	\$4.8M	\$1.5M	\$864.3k	\$458.1k	\$270.1k	\$482.9k
QC	\$4.6M	\$1.7M	\$1.1M	\$716.9k	\$477.5k	\$458.0k
SOR	\$3.2M	\$980.2k	\$552.1k	\$253.3k	\$92.6k	\$318.7k
PRA	\$2.9M	\$846.8k	\$430.5k	\$200.7k	\$88.0k	\$293.1k
NOR	\$2.3M	\$972.3k	\$696.3k	\$486.9k	\$334.8k	\$228.0k
ATL	\$2.0M	\$555.2k	\$274.1k	\$114.8k	\$39.7k	\$195.8k
Subtotal	\$26.6M	\$8.7M	\$5.1M	\$2.8M	\$1.6M	\$2.7M
ISTB	\$6.7M	\$3.6M	\$2.9M	\$2.3M	\$1.8M	\$673.6k
HRB	\$3.7M	\$1.8M	\$1.3M	\$981.5k	\$717.3k	\$372.9k
FCMB	\$3.6M	\$1.8M	\$1.4M	\$1.1M	\$805.6k	\$361.1k
SPB	\$3.1M	\$1.8M	\$1.5M	\$1.2M	\$985.5k	\$311.5k
CTB	\$2.9M	\$1.4M	\$1.1M	\$826.5k	\$638.3k	\$292.8k
IEB	\$2.6M	\$1.1M	\$789.0k	\$569.3k	\$411.6k	\$259.0k
TB	\$1.9M	\$885.1k	\$657.7k	\$488.8k	\$360.9k	\$192.5k
Other*	\$416.4k	\$184.9k	\$140.4k	\$104.3k	\$75.2k	\$41.6k
Subtotal	\$25.1M	\$12.6M	\$9.8M	\$7.5M	\$5.8M	\$2.5M
Total	\$51.7M	\$21.3M	\$14.9M	\$10.3M	\$7.3M	\$5.2M

Likely Cash Out Range

* Other: Data for CTOB, IAPED and President's Office has been grouped as they have a combined low cash out liability scenario cost.

- Key Takeaways**
- Data suggests that reducing leave balances by 5 weeks per employee would reduce the cash out liability by **\$41.4M** → **would require prudent planning to not affect operational delivery**
 - Existing frameworks suggest the agency can encourage a reduction of vacation balances by 3-5 weeks, resulting in a potential cash-out situation of **\$14.9M-\$21.3M**
 - Recommendation:**
 - Managers:**
 - Work with employees to schedule and use vacation leave in this fiscal year
 - Allocate any overtime compensation as compensatory leave on a case-by-case basis
 - HRB:**
 - Monitor vacation leave usage and provide updates to management
 - Collaborate with TBS on leave usage direction and guidelines

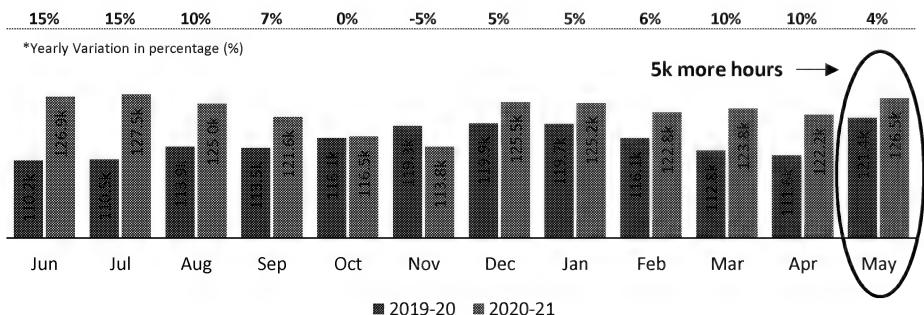
Compensatory Leave Balance Overview

Source: TAS, May 4, 2021



Compensatory Leave Balance: 2019-20 vs 2020-21 (in hours)

Data as of the **FIRST** day of each month



Compensatory Leave Balance: More than 1 week

1 to 4 weeks	521	83.8%
4 to 7 weeks	54	8.7%
More than 7 weeks	47	7.6%
Total	622	100.0%

70% (33) of employees with more than 7 weeks of compensatory leave balance are in ISTB.

3.2 weeks

Average compensatory balance of employees who have at least 1 week of compensatory leave

10.9 weeks

Average compensatory balance of employees who have at least 4 weeks of compensatory leave

17.5 weeks

Average compensatory balance of employees who have at least 7 weeks of compensatory leave

Areas to Watch

The following are potential areas to watch as they have the highest percentages of more than 7 weeks of vacation leave balance where this added compensatory leave liability might become problematic.

	1 to 4 weeks of compensatory leave balance	4 to 7 weeks of compensatory leave balance	More than 7 weeks of compensatory leave balance	Total At least 1 week of compensatory leave balance
ISTB	118	11.5%	25	2.4%
SPB	39	7.4%	7	1.3%
TB	19	4.9%	8	2.1%
CTB	12	2.3%	2	0.4%
GTA	36	1.8%	1	0.0%

Key Takeaways

- Though compensatory leave balances are in line with the last 2 years, it remains a contributing liability for the agency
- ISTB, SPB, TB, CTB and GTA are potential areas to watch with this added compensatory leave liability possibly becoming problematic if it is not monitored properly
- Budgetary impact of cash out would require shifting organizational priorities due to cost impact
- Leave liability strategy to address these liabilities as well

Roles & Responsibilities



In accordance with collective agreements and/or terms and conditions of employment **leave is expected to be taken in the year that it is earned**.

Supervisors and/or managers are responsible for:

- Ensuring employees are made aware of leave related expectations and request leave in a timely manner, and in accordance with leave requirements as set out in the collective agreement and/or terms and conditions of employment, if relevant;
- Establish **leave utilization plans** for fiscal year 2021-2022 in order to **mitigate leave liabilities** and **reduce the amounts** that will need to be **cashed out**.
- Ensuring any available Phoenix Damages Leave is utilized during the 2021-2022 fiscal year, if possible; and
- Periodically verifying leave balances in the Manager Self-Service (MSS) portal in order to keep apprised of current and/or excess leave balances.



Next Steps:



- HRB will await direction from TBS on whether the moratorium of mandatory leave cash-out from fiscal years 2017-2018 to 2020-2021 will be lifted and the timelines for addressing excessive balances.
- HRB will share guidance for management regarding the administration of leave for the 2021-2022 fiscal year that highlights expectations.
- HRB will support managers in monitoring the leave liability situation, and will prepare monthly reports to help managers adjust their leave management strategies.

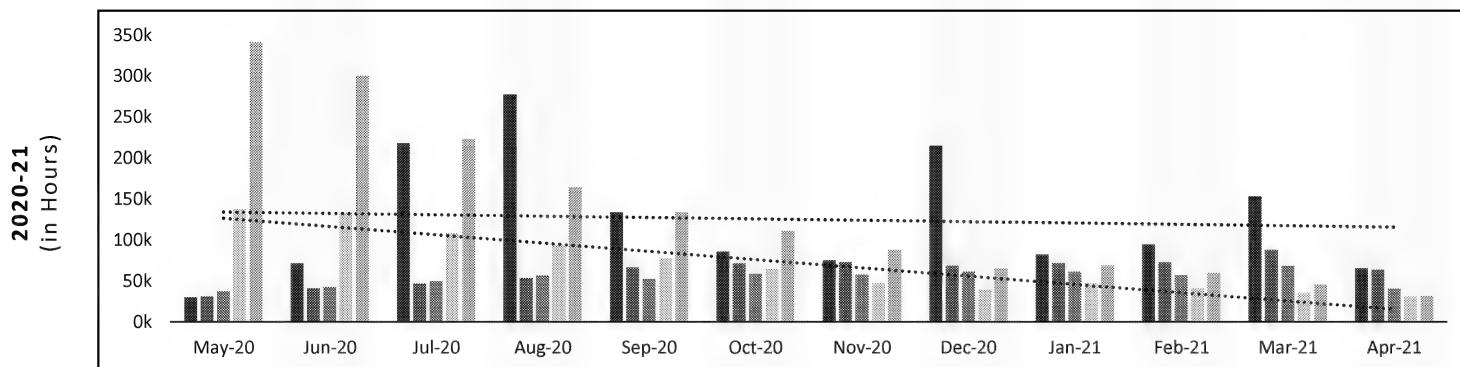
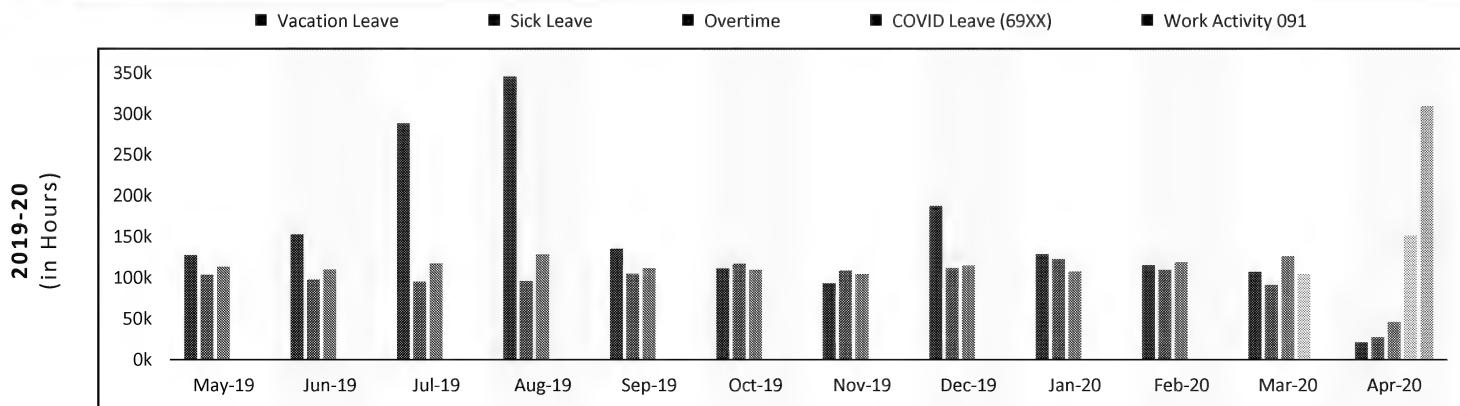
NOTE:

- If there is a FB group strike, any pre-approved leave situations may need to be denied/ rescinded to ensure employees are not on leave status during a strike situation (each leave situation will need to be assessed on a case-by-case basis).
- A strike situation will prevent FB employees from taking planned leave and can hinder 2021-2022 leave entitlements to be used as planned by March 31st, 2022.



Annex A: Agency Leave and Overtime Utilization

Source: TAS, May 4, 2021



Leave Type	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20
Vacation Leave	-77%	-53%	-24%	-20%	-2%	-23%	-19%	15%	-36%	-18%	43%	209%
Sick Leave	-70%	-58%	-51%	-44%	-37%	-39%	-33%	-39%	-42%	-34%	-4%	131%
Overtime	-67%	-62%	-58%	-56%	-53%	-47%	-45%	-47%	-43%	-52%	-46%	-13%

Key Takeaways

- Implementation of leave code 69XX impacted “regular” leave utilization
- Average variance of -25.5% between May 2019 to April 2020 vs May 2020 to April 2021, in terms of vacation leave, sick leave and overtime hours.

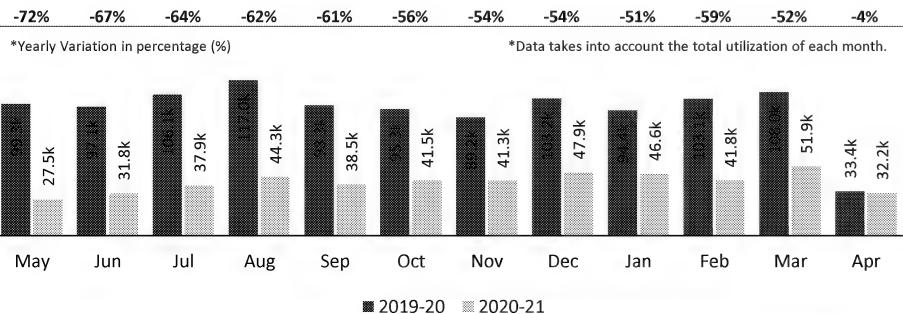
Vacation leave	-0.5%
Sick leave	-26.7%
Overtime	-49.2%
- Average variance of 1.3% between May 2019 to April 2020 vs May 2020 to April 2021, in terms of vacation leave, sick leave and COVID leave hours.
 - Leave code 69XX balanced the lack of vacation and sick leave utilization in 2020-21.
 - The issue lies with the high WA 091 utilization, notably in the regions.
- Vacation leave, sick leave and overtime utilization are slowly increasing, thus reducing the gap with last year’s utilization.
- Leave code 69XX and WA 091 utilization are in a steady decline as employees shift to re-using “regular” leave codes.

Annex B: Overtime Overview

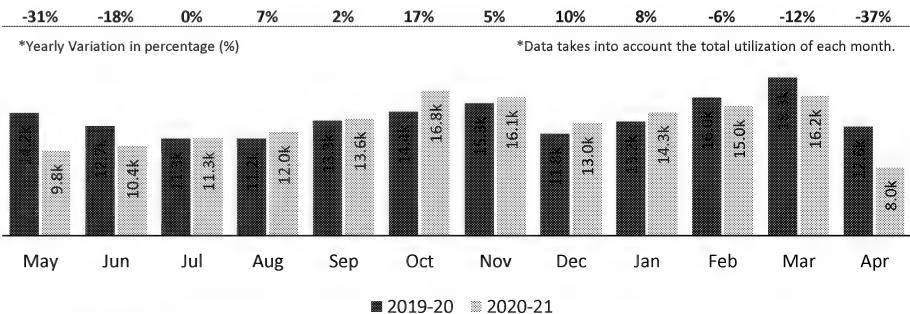
Source: TAS, May 4, 2021



REGIONS
Overtime: 2019-20 vs 2020-21 (in hours)



NHQ
Overtime: 2019-20 vs 2020-21 (in hours)



CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$32.8M	\$77.6M	\$44.8M

CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

	2020-21	2019-20	Difference
Total Overtime Expenditures (May to April)	\$12.0M	\$12.0M	\$24.4k

Key Takeaways (REGIONS)

- 58% regional overtime utilization decrease (2020-21 vs 2019-20), as a result of the pandemic
- Saved approximately \$44.8M in overtime cost when comparing both years

Key Takeaways (NHQ)

- 5% NHQ overtime utilization decrease (2020-21 vs 2019-20), higher utilization in TB and SPB
- Saved approximately \$24.4k in overtime cost when comparing both years

Annex C: Leave Balance Summary

Source: TAS, May 4, 2021



Cumulative Leave Balance: Vacation Leave + Phoenix Damages Leave

	Vacation Leave Balance			Phoenix Damages Leave Balance			Total Leave Balance		
	Hours	Employee	Percentage	Hours	Employee	Percentage	Hours	Employee	Percentage
GTAR	628,424	2,007	14.4%	521	24	2.0%	628.9k	2,008	14.3%
QC	521,365	1,881	11.9%	553	25	2.1%	521.9k	1,881	11.9%
PAC	499,058	1,770	11.4%	641	33	2.5%	499.7k	1,770	11.4%
SOR	403,499	1,567	9.2%	436	25	1.7%	403.9k	1,568	9.2%
PRA	308,643	1,085	7.1%	396	19	1.5%	309.0k	1,085	7.0%
ATL	199,129	679	4.6%	344	14	1.3%	199.5k	680	4.5%
NOR	192,360	622	4.4%	322	15	1.2%	192.7k	622	4.4%
Regions	2,752,478	9,611	63.0%	3,213	155	12.3%	2.8M	9,614	62.7%
ISTB	365,193	1,016	8.4%	10,803	429	41.3%	376.0k	1,041	8.5%
HRB	293,622	955	6.7%	3,796	162	14.5%	297.4k	958	6.8%
FCMB	242,441	766	5.5%	3,191	154	12.2%	245.6k	771	5.6%
IEB	208,552	697	4.8%	435	25	1.7%	209.0k	697	4.8%
CTB	178,162	522	4.1%	1,616	68	6.2%	179.8k	522	4.1%
SPB	176,260	521	4.0%	1,833	92	7.0%	178.1k	523	4.0%
TB	126,071	379	2.9%	797	40	3.1%	126.9k	379	2.9%
Other*	29,104	108	0.7%	450	24	1.7%	29.6k	109	0.7%
NHQ	1,619,405	4,964	37.0%	22,921	994	87.7%	1.6M	5,000	37.3%
Grand Total	4,371,882	14,575	100.0%	26,130	1,149	100.0%	4.4M	14,614	100.0%

Key Takeaways

- In addition to vacation leave balance, Phoenix damages leave balance is another liability for the Agency
- Phoenix damages leave balance is 26.1k hours → 3.2k hours in the regions and 22.9k hours in NHQ
- Compared to NHQ, regions have a very low amount of Phoenix damages leave balance.
- ISTB has the highest number of Phoenix damages leave hours across the Agency with 10.8k hours (41%)
- Total leave balance is 4.4M hours → 2.8M hours in the regions and 1.6M hours in NHQ

* Other: Data for CTOB, IAPED and President's Office has been combined.



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Vacation Leave Analysis

Reporting Period: February 2019 to November 2020

Last updated: December 4, 2020

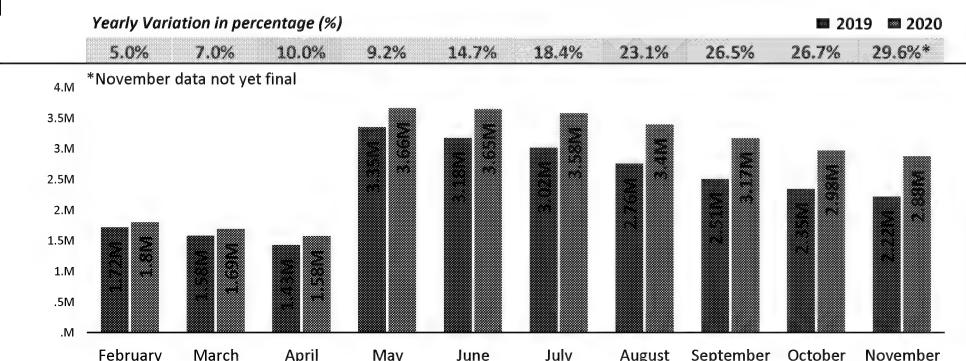
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Agency Overview



Vacation Leave Balance (in hours)

Source: CAS, November 24th, 2020



CBSA's Cash Out Liability (YTD)

Current Liability – No Cash Out

\$20.61M

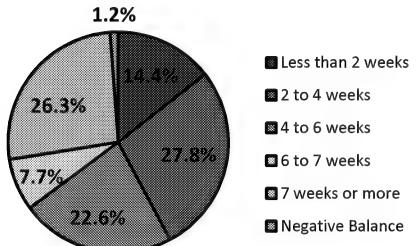
Average % of Employees who took Cash Out – Last three Fiscal Years

0.9%

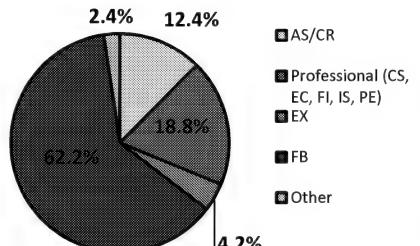
Average Yearly Amount of Cash Out – Last three Fiscal Years

\$791K

Agency Employee Vacation Leave Balance – In Percentage

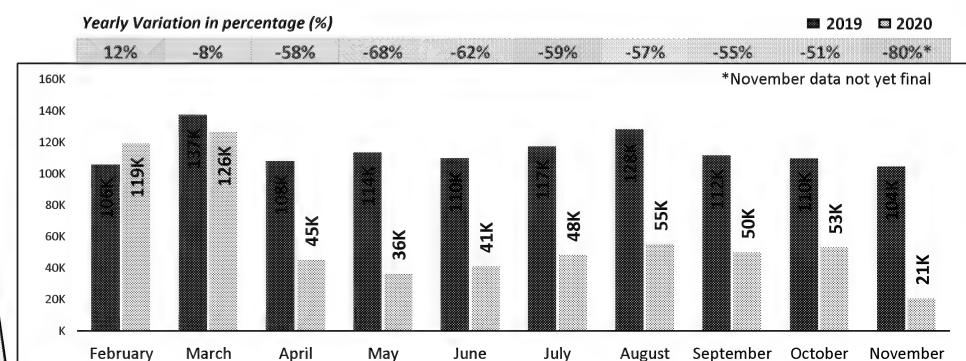


Agency Vacation Balance of 7+ weeks – by Classification



Overtime Comparison (in hours)

Source: CAS, November 24th, 2020



CBSA's Total Overtime Expenses 2020-21 vs 2019-20 (YTD)

Fiscal Year	2020-21	2019-20	Difference
Total Overtime Expenditures (March to November)	\$33.05M	\$71.65M	-\$38.6M

Key Takeaways

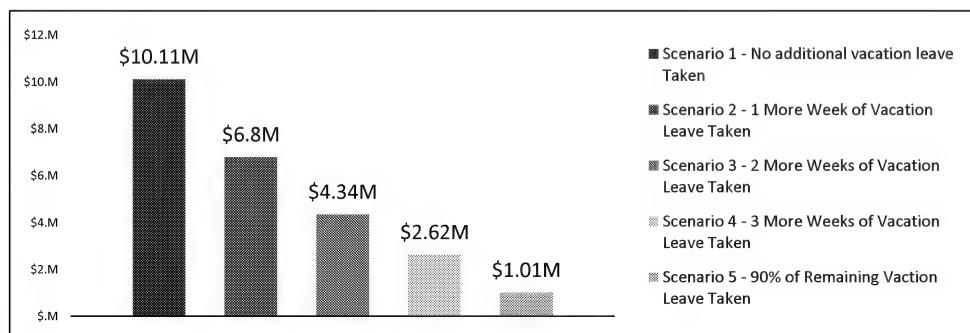
- Agency employees took on average **34% less Vacation Leave** this FY – which resulted in an **18% increase** of banked Vacation Leave Balance
- Historically, about **0.9%** of CBSA employees **opt for Cash Outs** (or **133** employees)
 - Past total cash out amounts varied between **\$552K** & **\$1M** (last 3 FY)
- 7+ week leave balance percentage** went from **38%** (June) to **26.3%** (November)
- In June, **81%** of CBSA employees had more than **4 weeks** of vacation leave balance banked, this number fell at **57.8%** in November
- 55%** Average Overtime reduction compared to last FY which resulted in **\$38.6M** in savings

Agency Cash Out Liability Scenarios



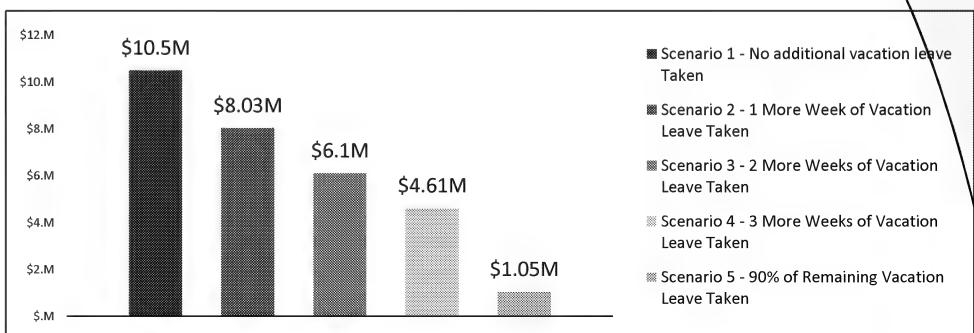
Regional Cash Out Liability Scenario

Source: CAS, November 24th, 2020



NHQ Cash Out Liability Scenario

Source: CAS, November 24th, 2020



Regional & Headquarters Cash Out Scenarios – In Millions

Source: CAS, November 16, 2020

Region	Scenario 1 - No additional vacation leave Taken	Scenario 2 - 1 More Week of Vacation Leave Taken	Scenario 3 - 2 More Weeks of Vacation Leave Taken	Scenario 4 - 3 More Weeks of Vacation Leave Taken	Scenario 5 - 90% of Remaining Vacation Leave Taken
Atlantic	\$.71M	\$.46M	\$.27M	\$.13M	\$.07M
GTA	\$2.71M	\$1.84M	\$1.18M	\$0.69M	\$0.27M
NOR	\$.93M	\$.69M	\$.5M	\$.35M	\$.09M
Pacific	\$2.01M	\$1.35M	\$0.87M	\$.54M	\$.2M
Prairie	\$.98M	\$.6M	\$.34M	\$.18M	\$.1M
Quebec	\$1.5M	\$1.M	\$.64M	\$.4M	\$.15M
SOR	\$1.27M	\$0.85M	\$.54M	\$.32M	\$.13M
Total	\$10.11M	\$6.8M	\$4.34M	\$2.62M	\$1.01M

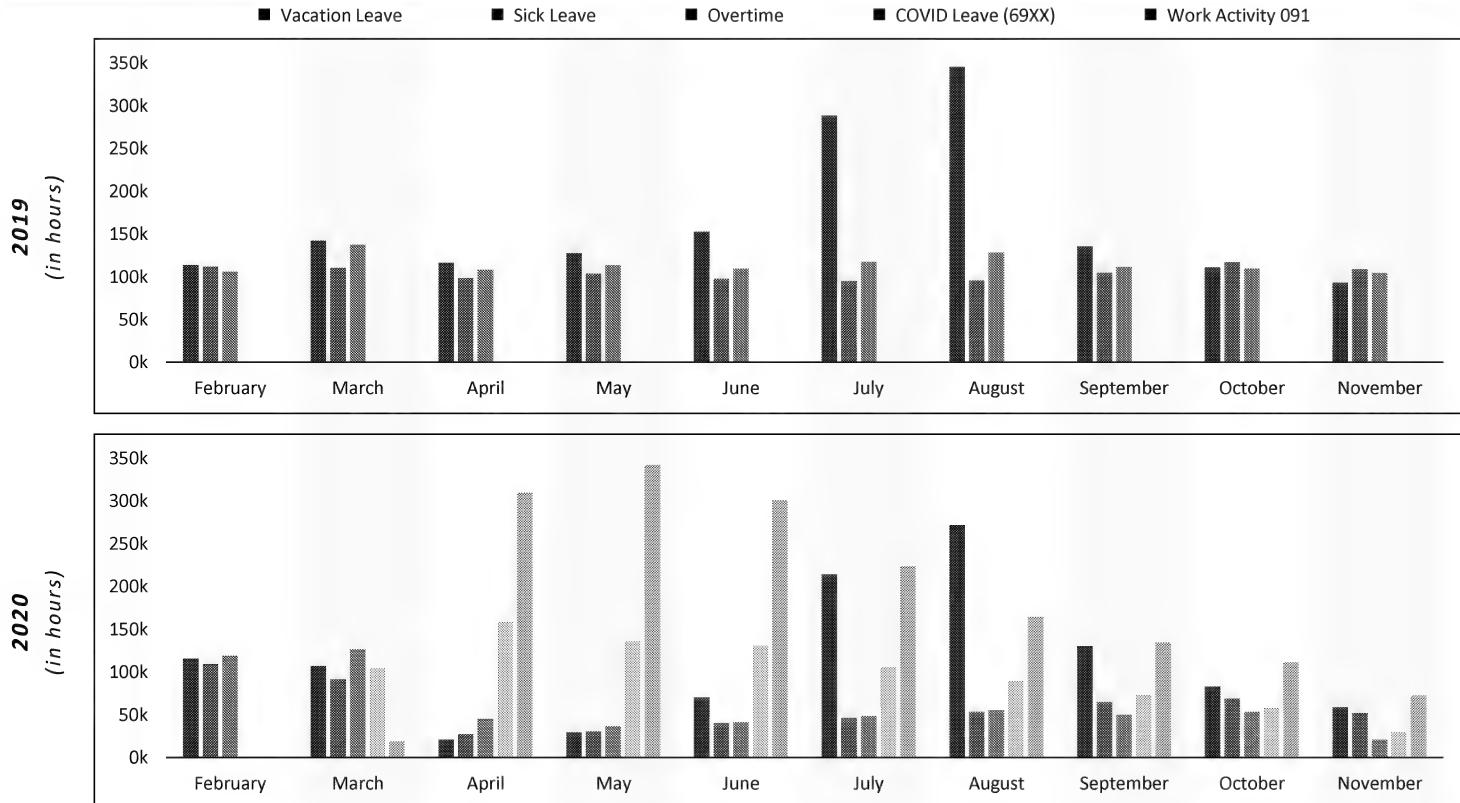
Branch	Scenario 1 - No additional vacation leave Taken	Scenario 2 - 1 More Week of Vacation Leave Taken	Scenario 3 - 2 More Weeks of Vacation Leave Taken	Scenario 4 - 3 More Weeks of Vacation Leave Taken	Scenario 5 - 90% of Remaining Vacation Leave Taken
Commercial	\$1.1M	\$.81M	\$.61M	\$.46M	\$.11M
Finance	\$1.41M	\$1.07M	\$0.82M	\$0.63M	\$0.14M
HR	\$1.53M	\$1.14M	\$0.83M	\$0.6M	\$0.15M
Intelligence	\$1.05M	\$0.74M	\$.5M	\$.34M	\$.1M
Strategic Policy	\$1.34M	\$1.08M	\$0.87M	\$0.69M	\$0.13M
Technology	\$3.02M	\$2.39M	\$1.88M	\$1.46M	\$0.3M
Transformation	\$1M	\$0.8M	\$0.7M	\$0.6M	\$0.1M
Travellers	\$0.76M	\$0.57M	\$0.42M	\$0.3M	\$0.08M
IAPED, LS, & PO	\$0.19M	\$0.14M	\$0.11M	\$0.08M	\$0.02M
Total	\$10.5M	\$8.03M	\$6.1M	\$4.61M	\$1.05M

Agency Leave and Overtime Utilization (2019 vs 2020)

Notice: Based on the number of hours recorded.



Source: CAS, December 2, 2020



Key Takeaways

- The implementation of **leave code 69XX** had a direct **impact** on “regular” leave utilization, specifically on **vacation leave** and **sick leave**, due to a series of factors (i.e. travel ban, COVID symptoms classified under COVID leave and not sick leave, etc.).
- Overall, there’s an average **variance** of **41%** between February to November **2019** and February to November **2020**, in terms of vacation leave, sick leave and overtime.

Vacation leave	-32%
Sick leave	-44%
Overtime	-48%

- When comparing the **total** of vacation leave, sick leave and COVID leave of February to November 2019 and February to November 2020, there’s a **variance** of **-3.8%**. This means that leave code 69XX balanced the lack of vacation and sick leave utilization in 2020. The issue lies with the high WA 091 utilization, notably in the regions.
- Vacation leave, sick leave and overtime **utilization** are **slowly increasing**, thus **reducing the gap** with last year’s utilization.
- Leave code **69XX** and **WA 091** utilization are in a **steady decline** as employees shift to re-using “regular” leave codes.

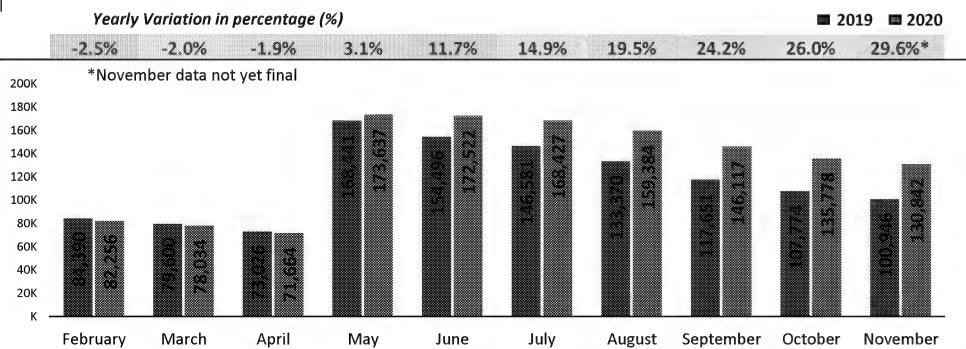
	2019	2020	Change (%)
Vacation Leave	1%	-25%	-82%
Sick Leave	-2%	-17%	-72%
Overtime	12%	-8%	-58%

Atlantic Overview

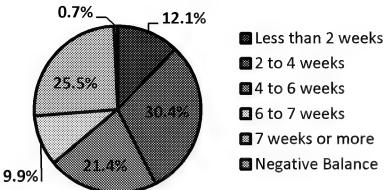


Vacation Leave Balance (usage in hours)

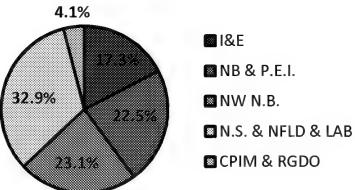
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By District/Division

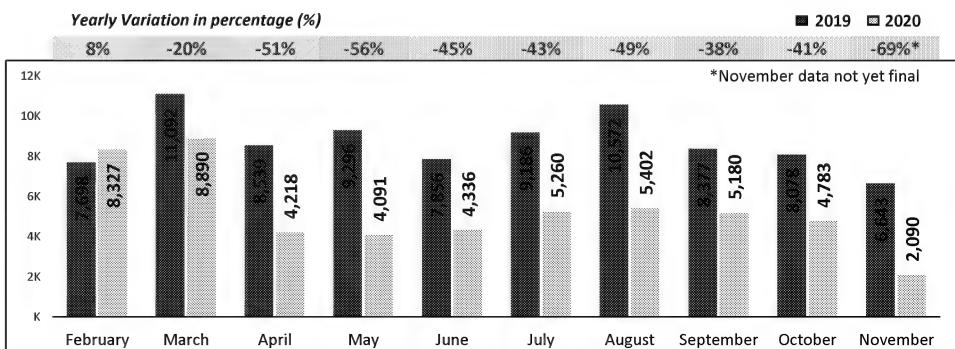


Employee Vacation Leave Balance – In number of employee

District/Division	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
CPIM	10	8	9	2	5	34
I&E	6	17	13	11	30	77
N.B. & P.E.I. DISTRICT	19	69	42	18	39	187
NORTH-WEST N.B. DISTRICT	17	56	42	18	40	173
N.S. & NFLD & LAB DISTRICT	30	56	38	17	57	198
REGIONAL DIRECTOR - Atlantic	-	-	1	1	2	4
Total	82	206	145	67	173	673

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Vacation Leave Balance Projections vs Overtime Reductions

Atlantic's Cash Out Liability

Current Liability – No Cash Out (YTD)

\$713K

Average % of Employees who took Cash Out – Last three Fiscal Years

0.8%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$22.9K

Atlantic's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$3.19M	\$5.73M	-\$2.54M

Key Takeaways

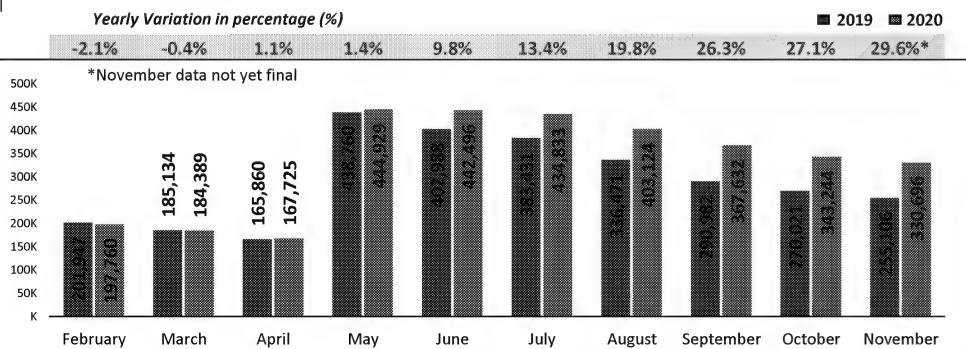
- **26%** (173 of 678) of Atlantic's employees had an excess of **7+ weeks** of vacation banked – a reduction of **14.8%** from the June report.
- **14%** - Average Vacation Leave Balance increase since March (Against Last FY)
- In June, **87%** of Atlantic employees had more than **4 weeks** of vacation leave balance banked, this number fell at **57.2%** in November (**Reduction of 29.8%**)
- **-49%** - Average Overtime reduction compared to last FY which resulted in **\$2.54M** in savings

Québec Overview

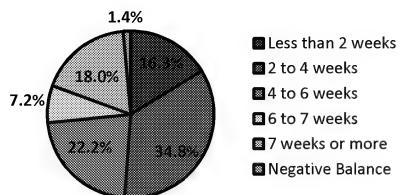


Vacation Leave Balance (usage in hours)

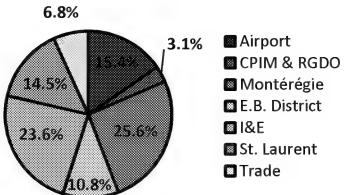
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By District/Division

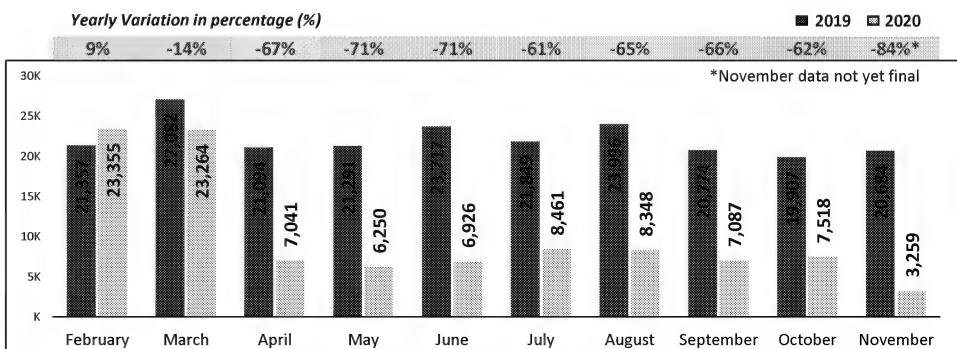


Employee Vacation Leave Balance – In number of employee

District/Division	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
AIRPORTS DISTRICT	61	127	79	31	54	352
CPIM	10	23	9	3	11	56
DISTRICT MONTÉRÉGIE	72	133	90	20	90	405
EAST BORDER DISTRICT	47	76	36	15	38	212
I&E	76	192	112	40	83	503
RDGO	2	-	2	2	-	6
ST-LAURENT DISTRICT	29	85	68	22	51	255
TRADE SERVICES DIRECTION	21	44	38	8	24	135
Total	318	680	434	141	351	1,924

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Vacation Leave Balance Projections vs Overtime Reductions

Québec's Cash Out Liability

Current Liability – No Cash Out (YTD)

\$1.5M

Average % of Employees who took Cash Out – Last three Fiscal Years

0.7%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$57.8K

Québec's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$5.31M	\$13.46M	-\$8.15M

Key Takeaways

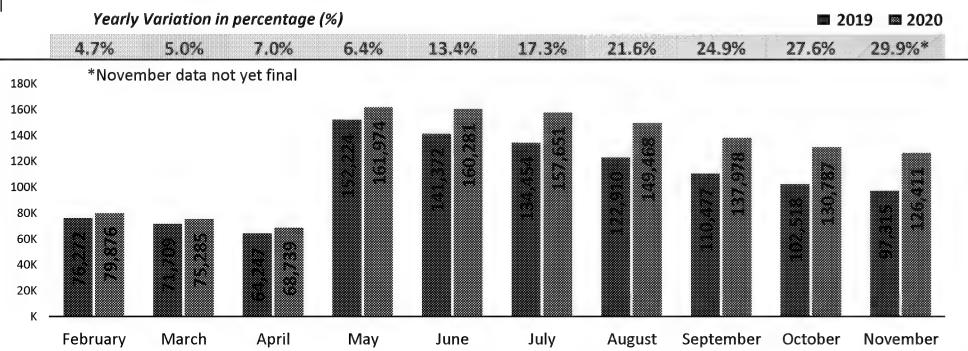
- **18.2%** (351 of 1924) of Québec's employees had an excess of **7+ weeks** of vacation banked, a reduction of **12.2%** from June report
- **14.2%** - Average Vacation Leave Balance increase since March (Against Last FY)
- In June, **80.6%** of employees had more than **4 weeks** of vacation leave balance banked, this number fell at **48.1%** in November (**Reduction of 32.5%**)
- **-68%** - Average Overtime reduction compared to last FY which resulted in **\$8.15M** in savings

NOR Overview

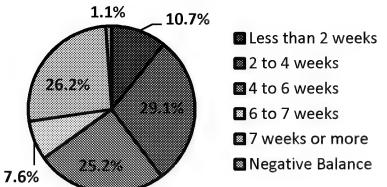


Vacation Leave Balance (usage in hours)

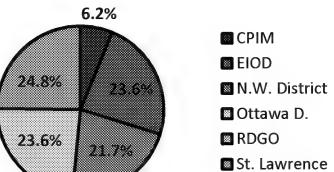
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By District/Division

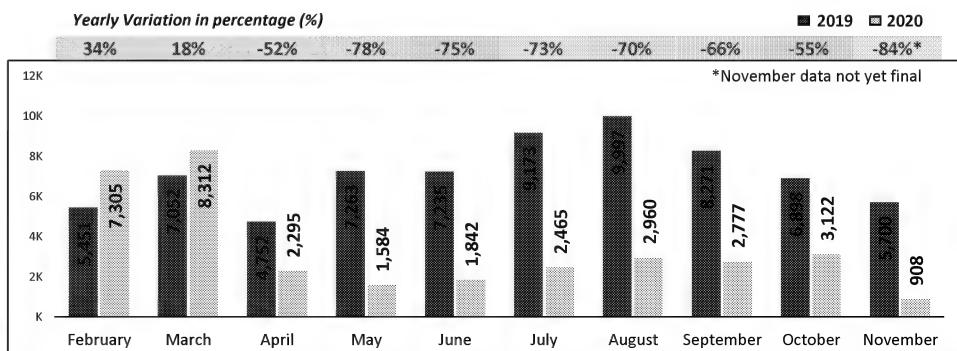


Employee Vacation Leave Balance – In number of employee

District/Division	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
CPIM	1	7	13	3	10	34
EIOD	1	22	21	13	38	95
NORTHWESTERN DISTRICT	29	63	43	7	35	177
OTTAWA DISTRICT	16	46	30	12	38	142
RDGO	-	1	-	1	-	2
ST. LAWRENCE DISTRICT	19	40	48	11	40	158
Total	66	179	155	47	161	608

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Vacation Leave Balance Projections vs Overtime Reductions

NOR's Cash Out Liability

Current Liability – No Cash Out (YTD)

\$929K

Average % of Employees who took Cash Out – Last three Fiscal Years

1.6%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$63.8K

NOR's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$1.94M	\$4.82M	-\$2.88M

Key Takeaways

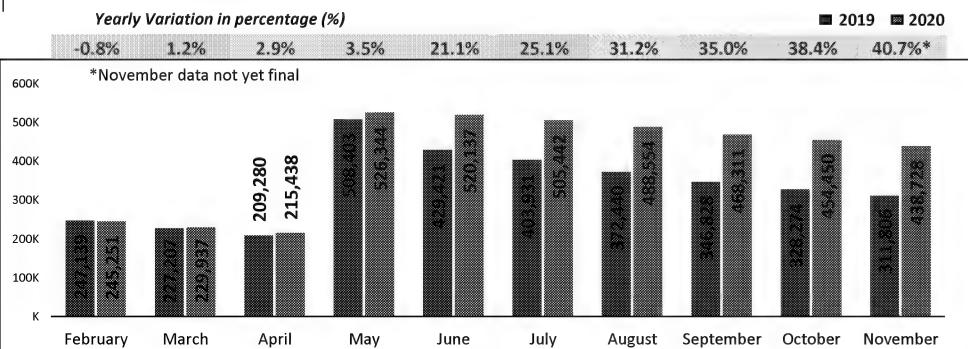
- 26.2% (161 of 608) of NOR's employees had an excess of 7+ weeks of vacation banked, a reduction of 14.6% from June report
- 17% - Average Vacation Leave Balance increase since March (Against Last FY)
- In June, 85.2% of employees had more than 4 weeks of vacation leave balance banked, this number fell at 59.7% in November (**Reduction of 25.5%**)
- -69% - Average Overtime reduction compared to last FY which resulted in **\$2.88M** in savings

GTA Overview

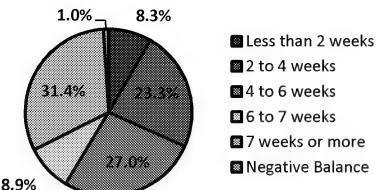


Vacation Leave Balance (usage in hours)

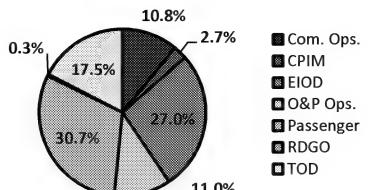
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By District/Division

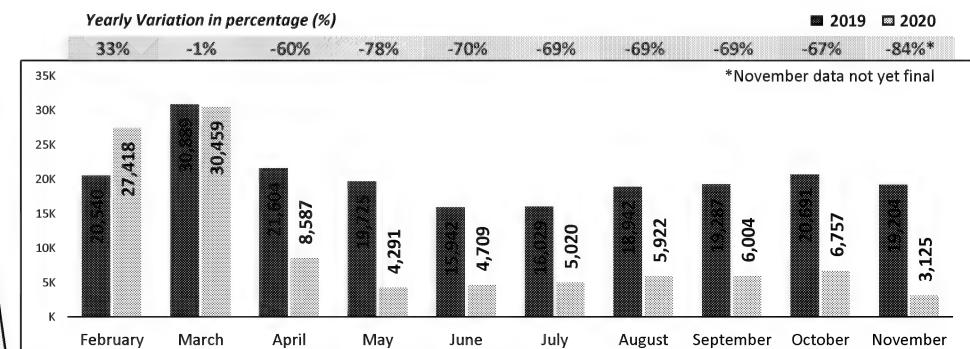


Employee Vacation Leave Balance – In number of employee

District/Division	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
COMMERCIAL OPERATIONS	9	45	71	13	69	207
CPIM	2	9	13	5	17	46
EIOD	38	100	120	45	172	475
OUTPORTS AND POSTAL	14	46	59	21	70	210
PASSENGER OPERATIONS	91	214	208	71	195	779
RDGO	-	-	3	-	2	5
TRADE OPERATIONS	15	58	72	26	111	282
Grand Total	169	472	546	181	636	2,004

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Vacation Leave Balance Projections vs Overtime Reductions

GTA's Cash Out Liability		
Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$2.7M	0.5%	\$35.6K
GTA's Total Overtime Expenses 2020-21 vs 2019-20		
Fiscal Year	2020-21	2019-20
Total OT Expenditures (Mar to Nov)	\$4.31M	\$11.45M
		Difference
		-\$7.14M

Key Takeaways

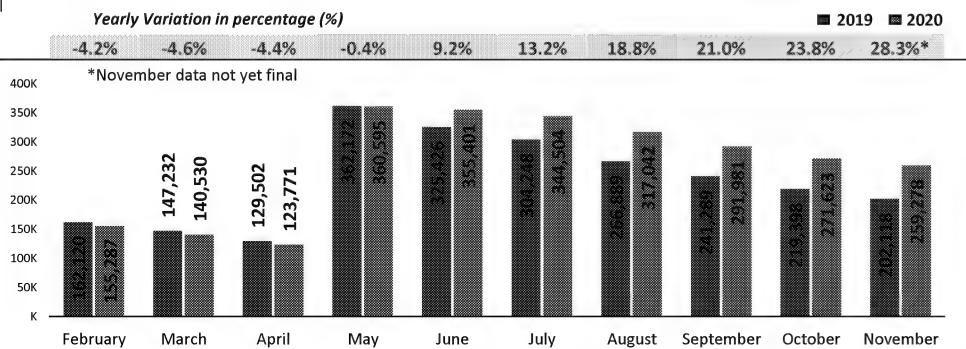
- **31.4%** (636 of 2004) of GTA's employees had an excess of **7+ weeks** of vacation banked, a reduction of **8.1%** from June report
- **22.1%** - Average Vacation Leave Balance increase since March (Against Last FY)
- In June, **84.5%** of employees had more than **4 weeks** of vacation leave balance banked, this number fell at **68%** in November (**Reduction of 16.5%**)
- **-71%** - Average Overtime reduction compared to last FY which resulted in **\$7.14M** in savings

SOR Overview

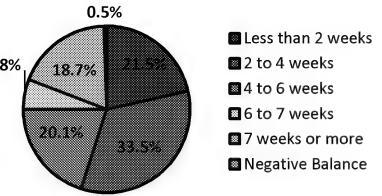


Vacation Leave Balance (usage in hours)

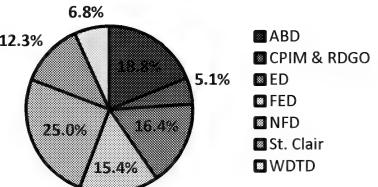
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By District/Division

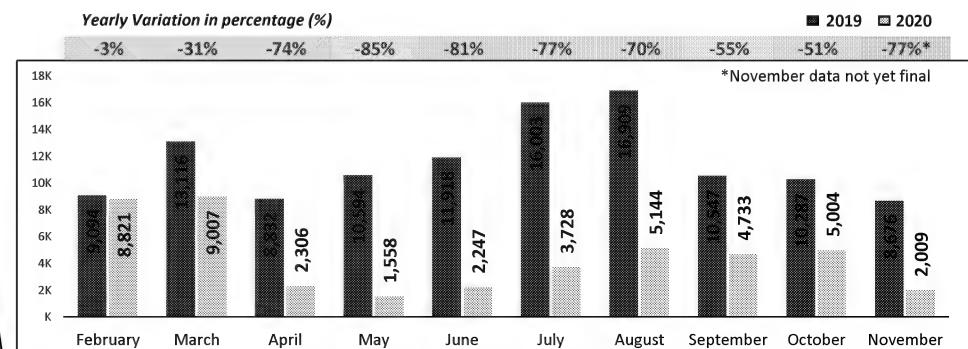


Employee Vacation Leave Balance – In number of employee

District/Division	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
AMBASSADOR BRIDGE	100	113	61	17	55	346
CPIM & RDGO	2	20	19	2	15	58
ENFORCEMENT DISTRICT	7	22	31	10	48	118
FORT ERIE DISTRICT	78	89	60	20	45	292
NIAGARA FALLS DISTRICT	69	128	74	26	73	370
ST.CLAIR DISTRICT	42	99	41	7	36	225
WINDSOR DETROIT TUNNEL	38	53	28	9	20	148
Total	336	524	314	91	292	1,557

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Vacation Leave Balance Projections vs Overtime Reductions

SOR's Cash Out Liability		
Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$1.27M	0.3%	\$23K
SOR's Total Overtime Expenses 2020-21 vs 2019-20		
Fiscal Year	2020-21	2019-20
Total OT Expenditures (Mar to Nov)	\$2.66M	\$7.7M
		Difference
		-\$5.04M

Key Takeaways

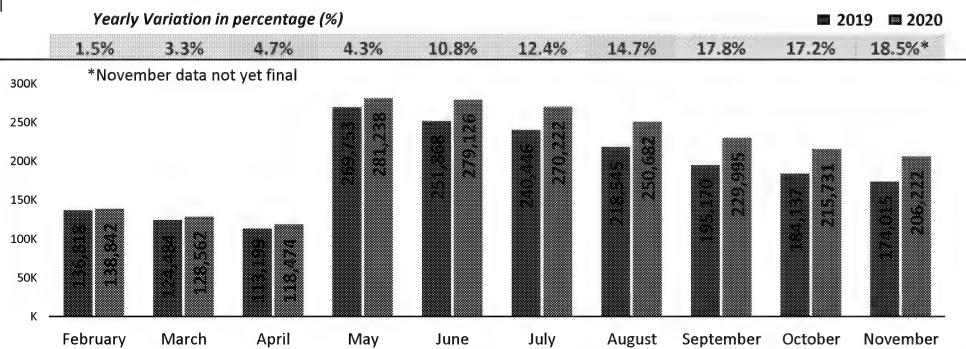
- **18.7%** (292 of 1557) of SOR's employees had an excess of **7+ weeks** of vacation banked, a reduction of **9.5%** from June report
- **11.17%** - Average Vacation Leave Balance increase since March (Against Last FY)
- In June, **79.3%** of employees had more than **4 weeks** of vacation leave balance banked, this number fell at **45%** in November (**Reduction of 34.7%**)
- **-71%** - Average Overtime reduction compared to last FY which resulted in **\$5.04M** in savings

Prairie Overview

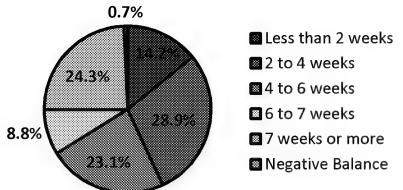


Vacation Leave Balance (usage in hours)

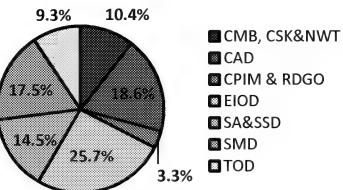
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By District/Division

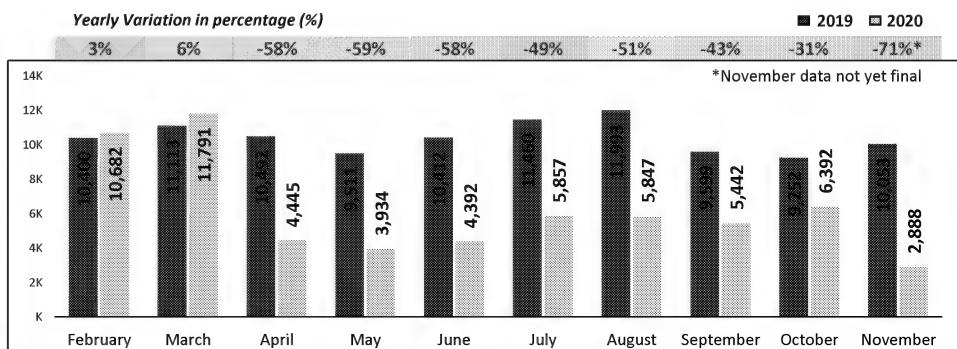


Employee Vacation Leave Balance – In number of employee

District/Division	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
CENT MB, CENT SK AND NWT	21	35	24	11	28	119
CENTRAL ALBERTA DISTRICT	33	73	63	26	50	245
CPIM & RDGO	7	7	9	1	11	35
EIOD	16	60	37	21	69	203
SA & SS D.	33	66	52	20	39	210
SMD	28	56	48	11	47	190
TRADE OPERATIONS DIVISION	19	22	22	7	25	95
Total	157	319	255	97	269	1,097

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Vacation Leave Balance Projections vs Overtime Reductions

Prairie's Cash Out Liability

Current Liability – No Cash Out (YTD)

\$978K

Average % of Employees who took Cash Out – Last three Fiscal Years

0.8%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$36.5K

Prairie's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$3.59M	\$6.65M	-\$3.07M

Key Takeaways

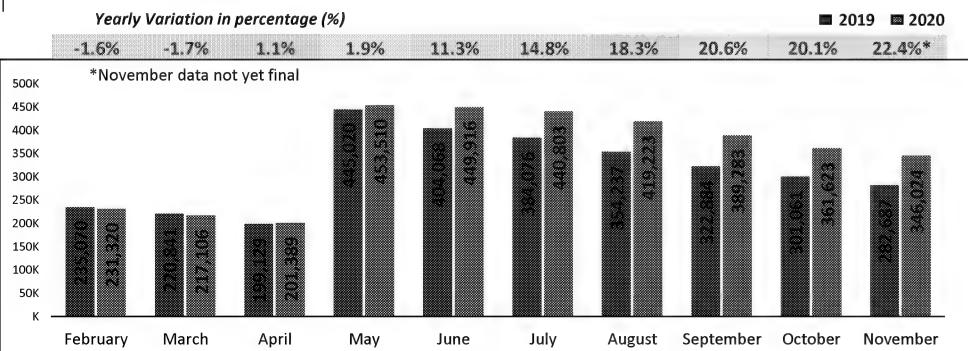
- 24.3% (269 of 1097) of Prairie's employees had an excess of 7+ weeks of vacation banked, a reduction of 14.8% from June report
- 11.5% - Average Vacation Leave Balance increase since March (Against Last FY)
- In June, 79.6% of employees had more than 4 weeks of vacation leave balance banked, this number fell at 57% in November (**Reduction of 22.6%**)
- -52% - Average Overtime reduction compared to last FY which resulted in **\$3.07M** in savings

Pacific Overview



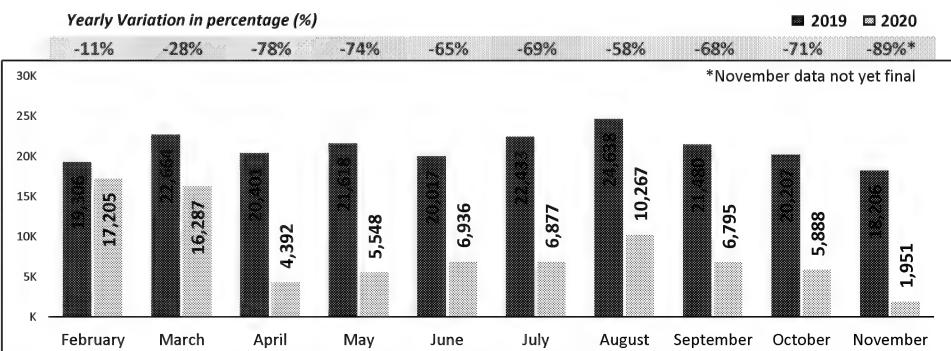
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

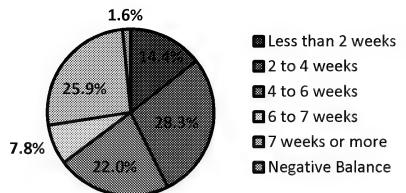


Overtime Comparison (usage in hours)

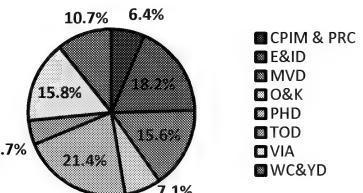
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By District/Division



Employee Vacation Leave Balance – In number of employee

District/Division	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
CPIM & PRC	6	8	9	4	30	57
E&ID	25	81	73	32	85	296
MVD	42	83	65	19	73	282
O&K	21	60	36	16	33	166
PHD	93	144	104	30	100	471
TRADE OPERATIONS	4	10	22	10	22	68
VIA	49	84	66	19	74	292
WC&YD	20	40	23	11	50	144
Total	260	510	398	141	467	1,776

Vacation Leave Balance Projections vs Overtime Reductions

Pacific's Cash Out Liability

Current Liability – No Cash Out (YTD)

\$2.01M

Average % of Employees who took Cash Out – Last three Fiscal Years

1.5%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$124K

Pacific's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$4.2M	\$13.31M	-\$9.11M

Key Takeaways

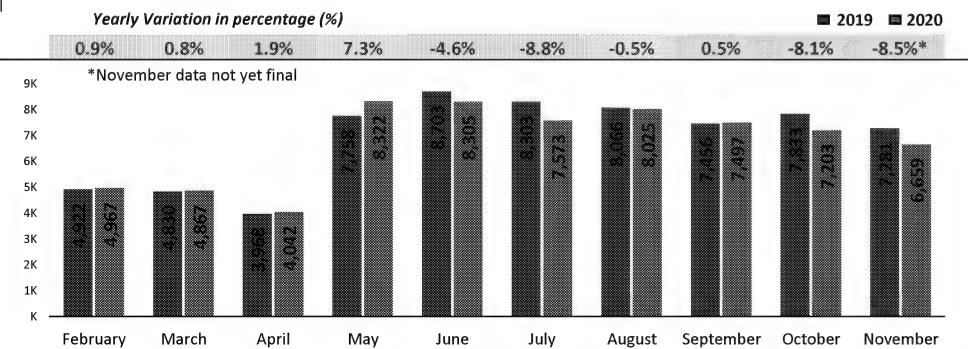
- 25.9% (467 of 1776) of Pacific's employees had an excess of 7+ weeks of vacation banked, a reduction of 12.9% from June report
- 12.1% - Average Vacation Leave Balance increase since March (Against Last FY)
- In June, 78.9% of employees had more than 4 weeks of vacation leave balance banked, this number fell at 56.6% in November (**Reduction of 22.3%**)
- -72% - Average Overtime reduction compared to last FY which resulted in \$9.11M in savings

CBSA Assessment and Revenue Management Branch Overview



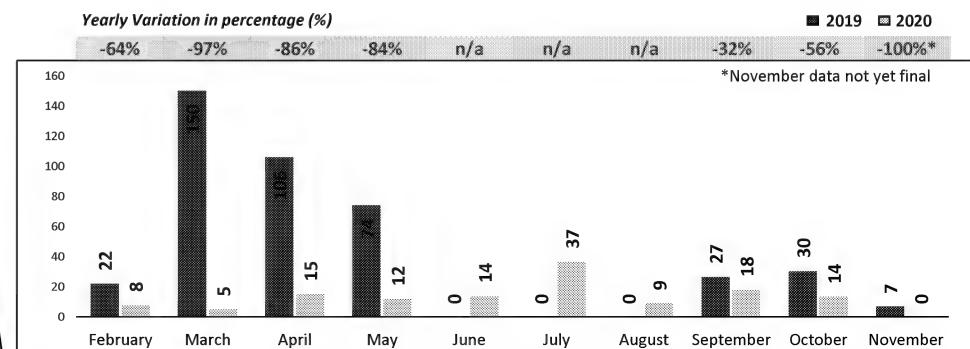
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

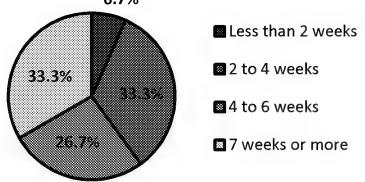


Overtime Comparison (usage in hours)

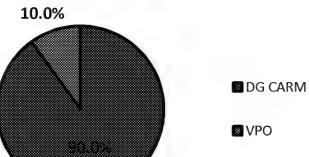
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By Directorate



Employee Vacation Leave Balance – In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
DG CARM	2	9	8	-	9	28
VPO	-	1	-	-	1	2
Total	2	10	8	-	10	30

Vacation Leave Balance Projections vs Overtime Reductions

CARMB's Cash Out Liability

Current Liability – No Cash Out (YTD)

\$89.1k

Average % of Employees who took Cash Out – Last three Fiscal Years

1.1%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$4.3k

CARMB's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$10.1k	\$23.4k	-\$13.3k

Key Takeaways

- 33% (10 of 30) of CARMB's employees have an excess of 7+ weeks of vacation banked → a reduction of 14.9% from the June report.
- 2% - Average vacation leave balance decrease since March 2020.
- 50% - Average overtime reductions resulting of the pandemic compared to last FY → saved over \$13.3k.

Chief Transformation Officer Branch Overview



Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020



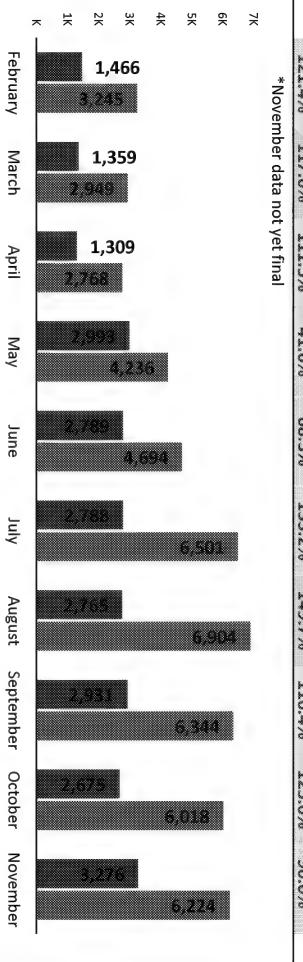
Yearly Variation in percentage (%)

2019	2020
121.4%	117.0%
111.5%	41.6%
68.3%	133.2%
149.7%	116.4%
125.0%	90.0%*

*November data not yet final

Overtime Comparison (usage in hours)

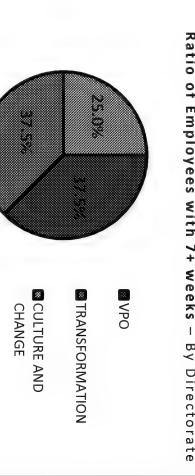
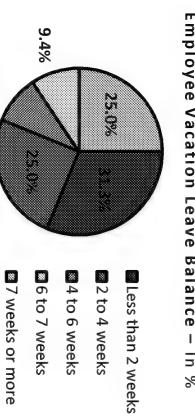
Source: CAS, November 24th, 2020



Yearly Variation in percentage (%)

2019	2020
38%	-8%
-41%	-50%
-67%	-74%
53%	-2%
7%	-13%*

*November data not yet final



Employee Vacation Leave Balance - In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
CULTURE AND CHANGE	3	2	2	1	2	10
TRANSFORMATION	5	3	1	1	3	13
FMM	1	2	-	1	-	4
VPO	1	1	-	-	3	5
Total	10	8	3	3	8	32

Vacation Leave Balance Projections vs Overtime Reductions

CTOB's Cash Out Liability

Current Liability – No Cash Out (YTD)

Average % of Employees who took Cash Out – Last three Fiscal Years

\$101.6k 1.7%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$1.3k

CTOB's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$48.2k	\$62.5k	-\$14.3k

Key Takeaways

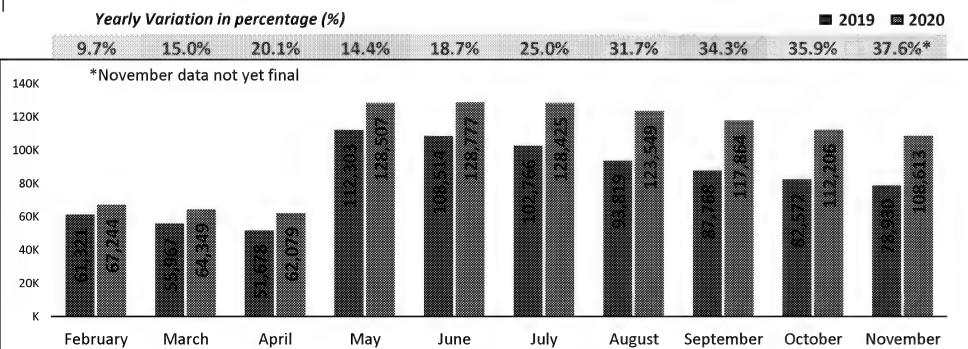
- 25% (8 of 32) of CTOB's employees have an excess of 7+ weeks of vacation banked → a reduction of 1.1% from the June report.
- 106% - Average vacation leave balance increase since March 2020
- 22% - Average overtime reductions resulting of the pandemic compared to last FY → saved over \$14.3k.

Commercial and Trade Branch Overview



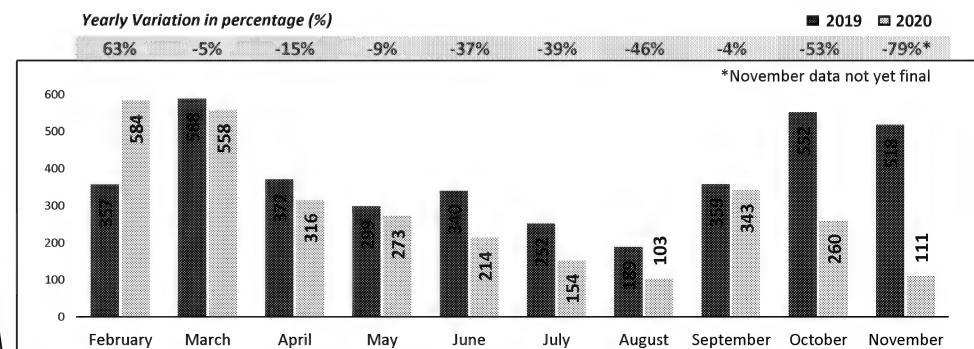
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

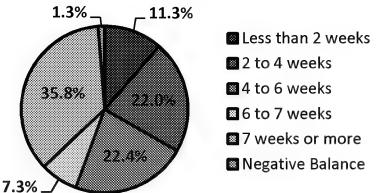


Overtime Comparison (usage in hours)

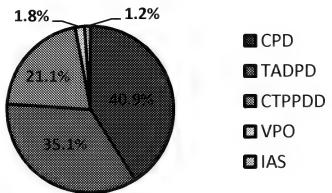
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By Directorate



Employee Vacation Leave Balance – In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
CBRID	-	2	1	-	-	3
CTPPDD	5	13	17	4	36	75
CPD	18	45	44	17	70	194
IAS	1	-	2	-	2	5
TADPD	29	44	41	14	60	188
VPO	1	1	2	-	3	7
Total	54	105	107	35	171	472

Vacation Leave Balance Projections vs Overtime Reductions

CTB's Cash Out Liability		
Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$1.1M	0.9%	\$27.1k
CTB's Total Overtime Expenses 2020-21 vs 2019-20		
Fiscal Year	2020-21	2019-20
Total OT Expenditures (Mar to Nov)	\$167.8k	\$255.5k
	Difference	-\$87.7k

Key Takeaways

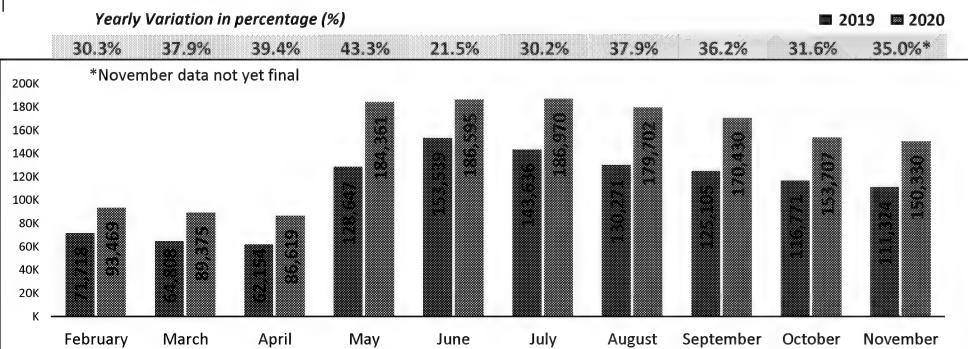
- 36% (171 of 472) of CTB's employees have an excess of **7+ weeks** of vacation banked → a reduction of **10.0%** from the June report.
- **26%** - Average vacation leave balance increase since March 2020.
- **33%** - Average overtime reductions resulting of the pandemic compared to last FY → **saved over \$87.7k**.

Finance and Corporate Management Branch Overview



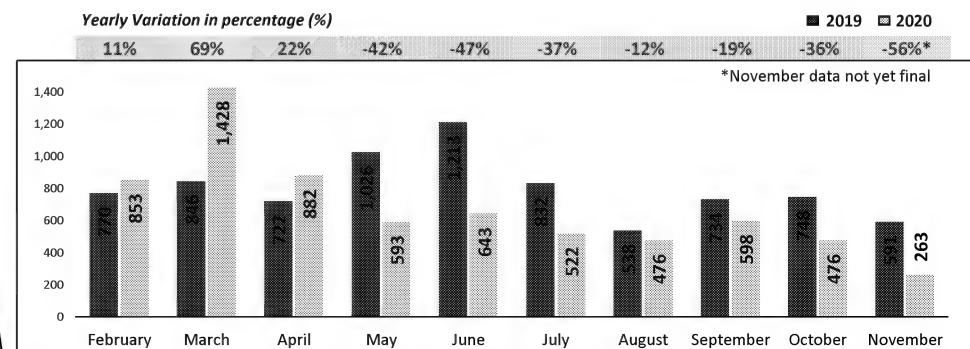
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

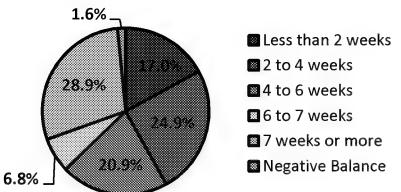


Overtime Comparison (usage in hours)

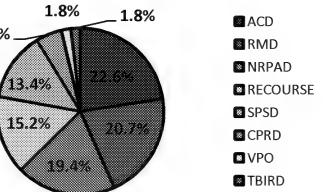
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By Directorate



Employee Vacation Leave Balance – In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
ACD	42	41	30	8	49	170
CPRD	9	8	10	4	11	42
RMD	18	26	11	6	45	106
SPSD	22	34	40	10	29	135
NRPAD	19	33	31	13	42	138
RE COURSE	12	35	29	9	33	118
TBIRD	3	3	4	1	4	15
VPO	3	7	2	-	4	16
Total	128	187	157	51	217	740

Vacation Leave Balance Projections vs Overtime Reductions

FCMB's Cash Out Liability

Current Liability – No Cash Out (YTD)

\$1.4M

Average % of Employees who took Cash Out – Last three Fiscal Years

0.7%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$30.7k

FCMB's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$406.6k	\$429.2k	-\$22.6k

Key Takeaways

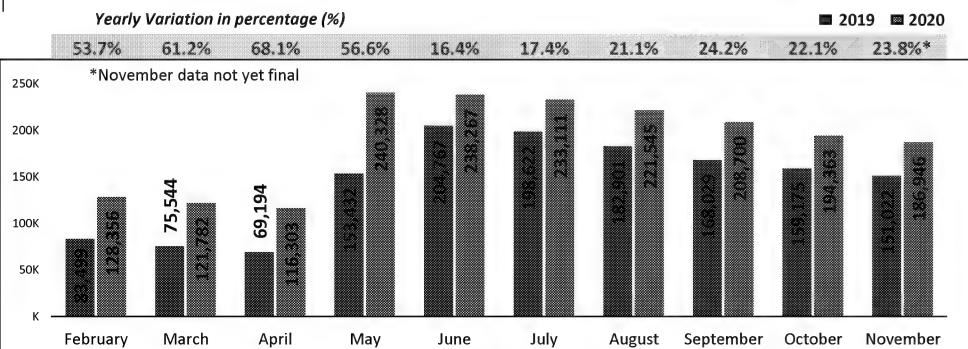
- 29% (217 of 740) of FCMB's employees have an excess of 7+ weeks of vacation banked → a reduction of 14.2% from the June report.
- 35% - Average vacation leave balance increase since March 2020.
- 18% - Average overtime reductions resulting of the pandemic compared to last FY → saved over \$22.6k.

Human Resources Branch Overview



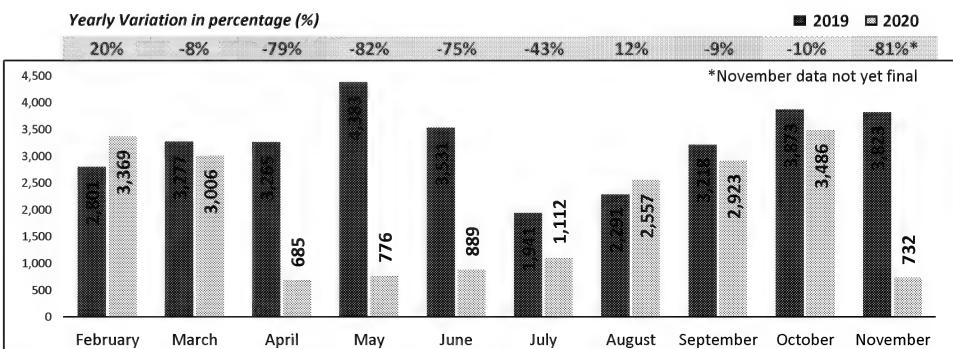
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

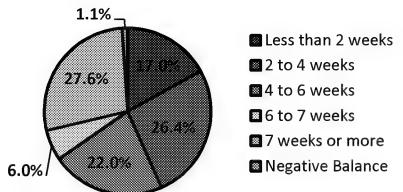


Overtime Comparison (usage in hours)

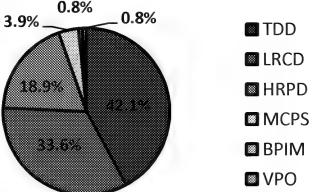
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By Directorate



Employee Vacation Leave Balance – In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
BPIM	4	4	1	-	2	11
HRPD	47	62	53	12	49	223
LRCD	35	82	47	14	87	265
MCPS	7	5	9	3	10	34
TDD	65	93	95	26	109	388
VPO	1	1	1	1	2	6
Total	159	247	206	56	259	927

Vacation Leave Balance Projections vs Overtime Reductions

HRB's Cash Out Liability		
Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$1.5M	1.2%	\$59.3k
HRB's Total Overtime Expenses 2020-21 vs 2019-20		
Fiscal Year	2020-21	2019-20
Total OT Expenditures (Mar to Nov)	\$1.1M	\$1.9M
	Difference	
		-\$856.8k

Key Takeaways

- 28% (259 of 927) of HRB's employees have an excess of 7+ weeks of vacation banked → a reduction of 15.2% from the June report.
- 35% - Average vacation leave balance increase since March 2020.
- 42% - Average overtime reductions resulting of the pandemic compared to last FY → saved over \$856.8k.

Information, Science and Technology Branch Overview

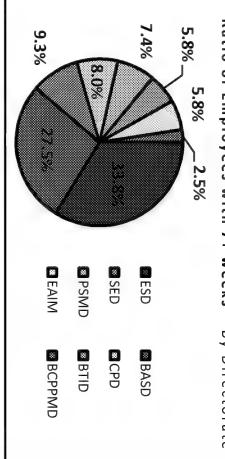
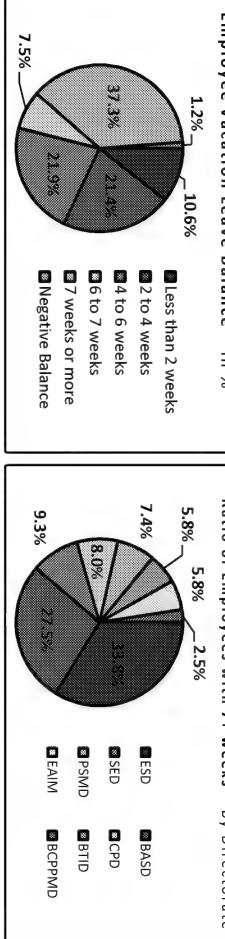


Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020



Yearly Variation in percentage (%)
*November data not yet final

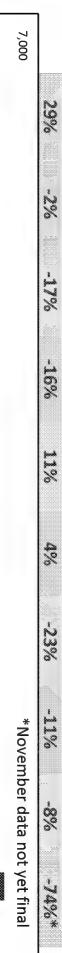


Employee Vacation Leave Balance - In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
BTID	7	9	8	21	46	93
BASD	25	49	54	20	100	248
BCPPMD	16	13	7	2	9	47
CPD	9	24	17	3	29	82
EAIM	9	23	9	7	21	69
SED	9	24	31	11	34	109
ESD	22	45	68	18	123	276
PSMD	6	21	20	9	27	83
VPO	1	2	2	2	3	9
Total	103	209	214	73	364	963

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Yearly Variation in percentage (%)
*November data not yet final



Vacation Leave Balance Projections vs Overtime Reductions

ISTB's Cash Out Liability

Current Liability – No Cash Out (YTD)
\$3.0M

Average % of Employees who took Out – Last three Fiscal Years

2.7%

Average Yearly Amount of Cash Out – Last three Fiscal Years

\$208.8k

ISTB's total overtime expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$2.7M	\$3.3M	-\$539.8k

Key Takeaways

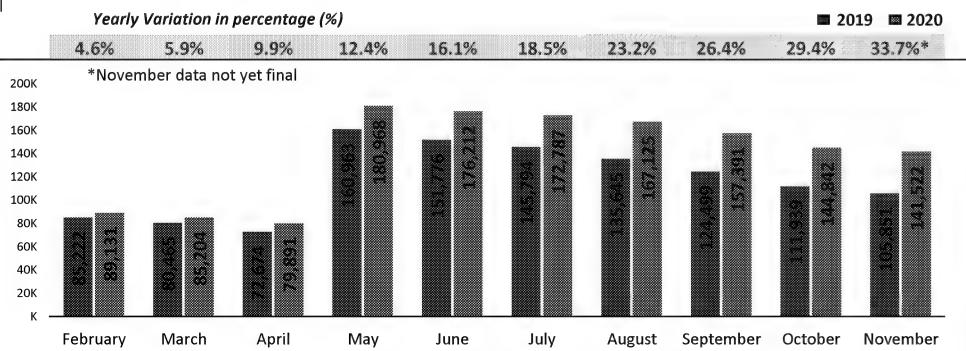
- 38% (364 of 963) of ISTB's employees have an excess of 7+ weeks of vacation banked → a reduction of 17.9% from the June report.
- 15% - Average vacation leave balance increase since March 2020.
- 15% - Average overtime reductions resulting of the pandemic compared to last FY → saved over \$539.8k.

Intelligence and Enforcement Branch Overview



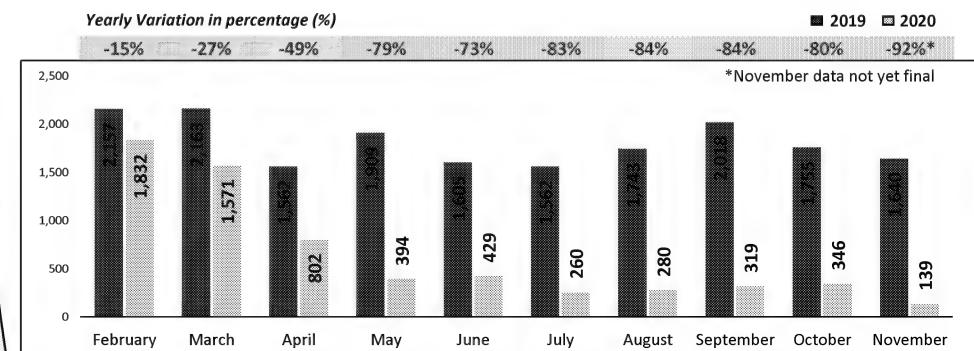
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

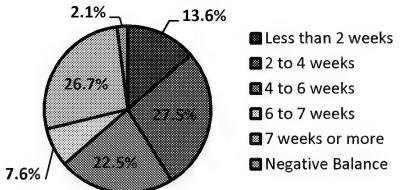


Overtime Comparison (usage in hours)

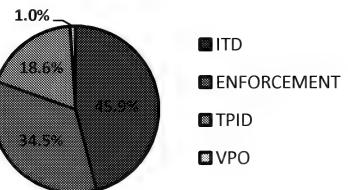
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By Directorate



Employee Vacation Leave Balance – In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
ENFORCEMENT	25	85	66	17	67	260
ITD	66	87	78	28	89	348
TPID	8	27	17	10	36	98
VPO	-	1	2		2	5
Total	99	200	163	55	194	711

Vacation Leave Balance Projections vs Overtime Reductions

IEB's Cash Out Liability		
Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$1.0M	0.9%	\$64.7k
IEB's Total Overtime Expenses 2020-21 vs 2019-20		
Fiscal Year	2020-21	2019-20
Total OT Expenditures (Mar to Nov)	\$340.4k	\$1.1M
	Difference	-\$723.4k

Key Takeaways

- 27% (194 of 711) of IEB's employees have an excess of 7+ weeks of vacation banked → a reduction of 10.8% from the June report.
- 20% - Average vacation leave balance increase since March 2020.
- 72% - Average overtime reductions resulting of the pandemic compared to last FY → saved over \$723.4k.

Internal Audit and Program Evaluation Directorate Overview



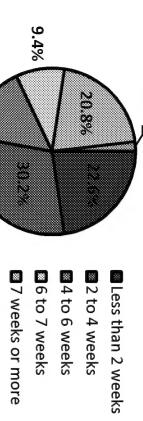
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020



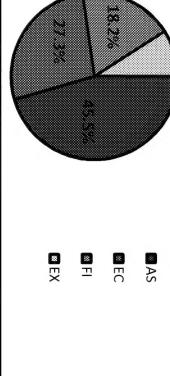
Yearly Variation in percentage (%)
*November data not yet final

-6.9% 6.0% 21.1% 20.7% 39.3% 30.6% 5.7% 20.0% 1.3% 27.6%*



Employee Vacation Leave Balance - In %

Ratio of Employees with 7+ weeks - By Groups



Employee Vacation Leave Balance - In %

Vacation Leave Balance Projections vs Overtime Reductions

IAPED's Cash Out Liability

Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$65.2k	0.0%	\$0.00

IAPED's Total Overtime Expenses 2020-21 vs 2019-20

Fiscal Year	2020-21	2019-20	Difference
Total OT Expenditures (Mar to Nov)	\$2.7k	\$16.9k	-\$14.2k

Key Takeaways

- 21% (11 of 52) of IAPED's employees have an excess of **7+ weeks** of vacation banked → a reduction of **5.8%** from the June report.
- 19% - Average vacation leave balance increase since March 2020.
- 66% - Average overtime reductions resulting of the pandemic compared to last FY → saved over \$14.1k.

Overtime Comparison (usage in hours)

Source: CAS, November 24th, 2020



Yearly Variation in percentage (%)
*November data not yet final

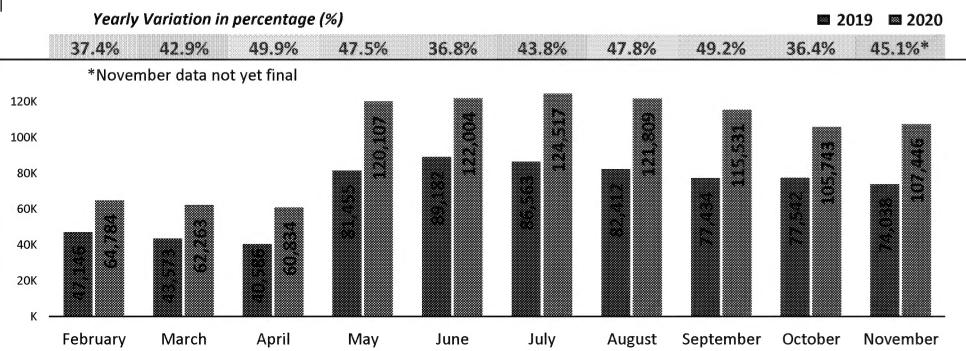
109% -100% -100% -100% -100% -100% -59% 167% -100%*

Strategic Policy Branch Overview



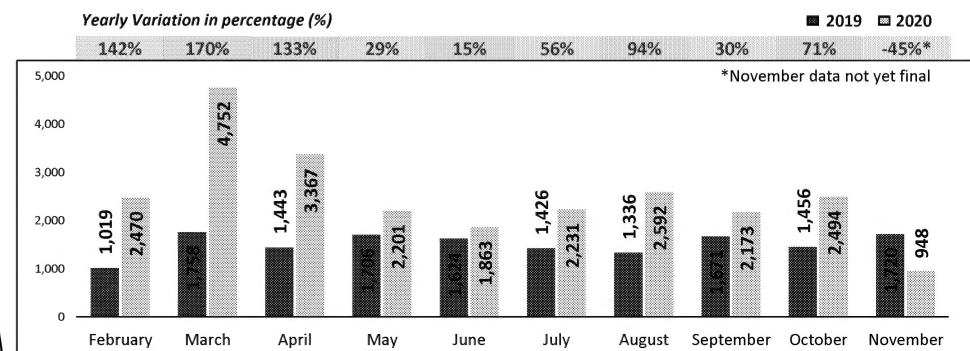
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

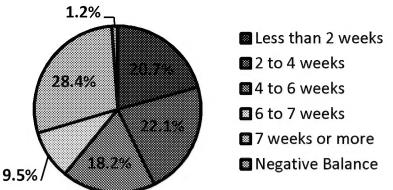


Overtime Comparison (usage in hours)

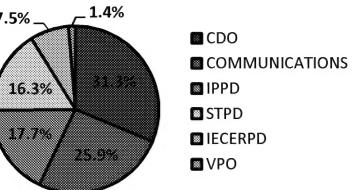
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By Directorate



Employee Vacation Leave Balance – In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
CDO	41	38	22	14	46	161
COMMUNICATIONS	16	29	32	16	38	131
IECERPD	5	13	8	5	11	42
IPPD	14	15	20	8	26	83
STPD	30	17	12	6	24	89
VPO	1	2	-	-	2	5
Total	107	114	94	49	147	511

Vacation Leave Balance Projections vs Overtime Reductions

SPB's Cash Out Liability		
Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$1.3M	0.4%	\$5.0k
SPB's Total Overtime Expenses 2020-21 vs 2019-20		
Fiscal Year	2020-21	2019-20
Total OT Expenditures (Mar to Nov)	\$1.9M	\$1.1M
		Difference
		\$778.1k

Key Takeaways

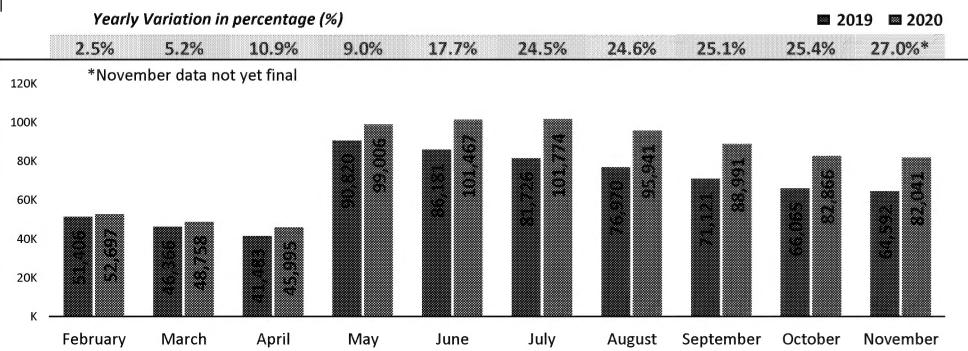
- 29% (147 of 511) of SPB's employees have an excess of **7+ weeks** of vacation banked → a reduction of **10.5%** from the June report.
- **44%** - Average vacation leave balance increase since March 2020.
- **+62%** - Average overtime increase resulting of the pandemic compared to last FY → spent over **\$778.1k** more than last FY.

Travellers Branch Overview



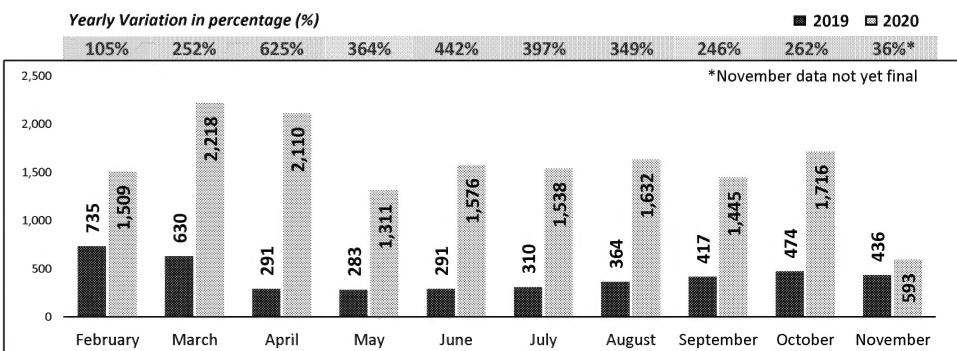
Vacation Leave Balance (usage in hours)

Source: CAS, November 24th, 2020

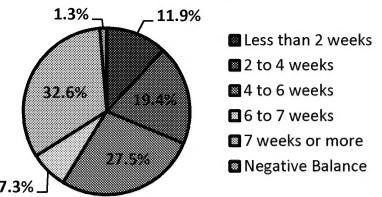


Overtime Comparison (usage in hours)

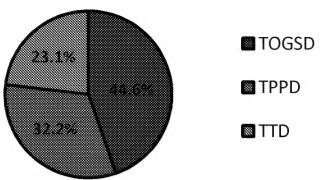
Source: CAS, November 24th, 2020



Employee Vacation Leave Balance – In %



Ratio of Employees with 7+ weeks – By Directorate



Employee Vacation Leave Balance – In number of employee

Directorate	Less than 2 weeks	2 to 4 weeks	4 to 6 weeks	6 to 7 weeks	7 weeks or more	Grand Total
TTD	10	20	22	7	28	87
TOGSD	16	33	50	13	54	166
TPPD	17	19	28	7	39	110
VPO	1	-	2	-	-	3
Total	44	72	102	27	121	366

Vacation Leave Balance Projections vs Overtime Reductions

TB's Cash Out Liability		
Current Liability – No Cash Out (YTD)	Average % of Employees who took Cash Out – Last three Fiscal Years	Average Yearly Amount of Cash Out – Last three Fiscal Years
\$762.6k	0.7%	\$25.1k
TB's Total Overtime Expenses 2020-21 vs 2019-20		
Fiscal Year	2020-21	2019-20
Total OT Expenditures (Mar to Nov)	\$1.1M	\$257.8M
	Difference	\$821.5k

Key Takeaways

- 33% (121 of 366) of TB's employees have an excess of **7+ weeks** of vacation banked → a reduction of **14.5%** from the June report.
- **19%** - Average vacation leave balance increase since March 2020.
- **+330%** - Average overtime increase resulting of the pandemic compared to last FY → spent over **\$821.6k** more than last FY.

Annex A – Table Overview



* All Comparisons is from February onward data	7+ weeks or more Vacation leave	7+ week Variation from June Report	Vacation Leave Balance Liability	Average Vacation Leave Balance Variation	Overtime Variance
Atlantic	26%	-14.8%	\$.71M	13.90%	-45.6%
GTA	31%	-8.1%	\$2.71M	22.10%	-63.1%
NOR	26%	-14.6%	\$.93M	17.00%	-59.5%
Pacific	26%	-12.9%	\$2.01M	12.10%	-66.9%
Prairie	24%	-14.8%	\$.98M	11.51%	-46.0%
Quebec	18%	-12.2%	\$1.5M	14.25%	-62.3%
SOR	19%	-9.5%	\$1.27M	11.66%	-66.8%
CARM	33%	-14.9%	\$.09M	11.57%	-74.6%
Commercial	36%	-10%	\$1.1M	25.85%	-31.7%
Finance	29%	-14.2%	\$1.41M	34.79%	-17.5%
HR	28%	-15.2%	\$1.53M	34.54%	-41.7%
IA&PE	21%	-5.8%	\$.07M	11.57%	-74.6%
Intelligence	27%	-10.8%	\$1.05M	19.51%	-72.4%
Strategic Policy	28%	-10.5%	\$1.34M	44.38%	61.6%
Technology	37%	-17.9%	\$3.02M	15.18%	-15.3%
Transformation	25%	-1.1%	\$.1M	60.00%	-21.7%
Travellers	33%	-14.5%	\$.76M	18.84%	330.4%*

